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*Notes on Monte & Kent Greenawalt & Foot Levelers, Inc.*

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**Color Code:**

**Red: questionable or uncertain information**

**Green: for emphasis**

**Pink: not for use in book**

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1930 (July): **The Hawkeye Chiropractor** [5(8)], L.M. Rogers,  
 D.C., editor, includes:

-“Chiropractors are affected by state attorney’s ruling” (p. 3);  
 includes:

Des Moines, Iowa, July 11. – chiropractors may not advertise  
 as foot correctionists, the attorney general’s office has ruled in  
 response to a request from Dr. D.C. Steelsmith, acting state health  
 commissioner.

1930 (Aug/Sept): **The Hawkeye Chiropractor** [5(9)], L.M.  
 Rogers, D.C., editor, includes:

-“Official ruling” (p. 4) notes letter from Gerald O. Blake, Asst.  
 Attorney General for Iowa to D.C. Steelsmith, Iowa  
 Commissioner of Health; includes:

1. In reply we would say that under the provision of Chapter  
 119, it is necessary for Chiropractors to display the word  
 “Chiropractic,” and they should not use the words, “Foot  
 Correctionists,” nor are they entitled to assume the duties incident  
 to the practice of Podiatry. They may, however, apply their  
 method of treatment to other parts of the body than that of the  
 spine, provided the treatment is given by hand adjustment.

2. In answer to your second question, the statute does not  
 cover the words, “Foot Correctionists.” I do not believe that it  
 would be a violation of Chapter 117 for a party to advertise as a  
 Foot Correctionist, and manufacture and fit arch supports for  
 different kinds of human feet, provided, of course, that he confines  
 his work solely to the manufacture and fitting of arch supports...

1933 (Sept): **National College Journal of Chiropractic** (16[3])  
 reports:

-Robert W. Browning, D.C. of Trenton MO authors “Foot  
 correction – its importance to spinal balance” (pp. 10, 20)

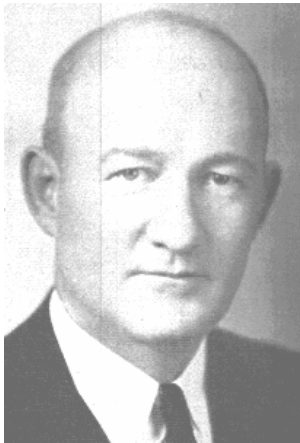


**FOOT LEVELERS, INC.**

**CHRONOLOGY**

1923 (Dec 8): Monte H. Greenawalt (MHG) born this date; is  
 first born child of Harry & Dorothy Greenawalt; raised in or  
 near Dubuque, Iowa; his uncles are Othe & Ray  
 Greenawalt, who own farm jointly where Monte works as a  
 boy (Greenawalt M, 01/05/17-18); Monte has 2 sisters living  
 in Dubuque and brother Tom, also a chiropractor, who  
 formerly worked in Monte’s clinic

**PHOTOGRAPH**



James N. Firth DC; from the *National Chiropractic Journal* 1945 (Sept); 15(9): 4

**c1939:** Monte begins pre-med studies at University of Dubuque; goal is to become neurosurgeon (Greenawalt M, 01/05/17-18)

1941-42: Monte enlists in Navy shortly after Pearl Harbor; vaccinations at Great Lakes Naval station near Chicago produce Monte's severe paralysis (from neck down); kills more than 200 fellow inductees, which news is covered-up by Navy (Greenawalt M, 01/05/17-18)

**c1943:** Monte is discharged from Navy following successful treatment by Raymond L. Deming BA, DC (Greenawalt M, 01/05/17-18)

**c1945:** Monte enrolls in 36-month course at Lincoln Chiropractic College; recalls Drs. Burich, Hendricks & Firth as instructors; his schoolmates include Elmer Berner, Ed Flolid, Ed Maurer (Greenawalt M, 01/05/17-18)

1947 (Aug 4): according to *Chirogram* 1974 (Nov); 41(11): 11-14:

In August, 1947, the Council on Education was officially created by the Committee on Educational Standards and the National Council of Educational Institutions. It was officially approved by the House of Delegates of the **National Chiropractic Association** on August 4, 1947.

The following represented the colleges: Doctors Joseph **Janse**, Jack **Wolfe**, HC **Harring**, WA **Budden**, **A Hendricks**, CW Weiant, R Mueller, PA Parr and Homer Beatty.

Doctors EH Garner, T Boner, J Wood, J Schnick and John **Nugent**, Director of Education, represented the Committee.

1948 (Jan): *National Chiropractic Journal*[18(1)] includes: -letter from A.G. Hendricks DC to manufacturer of "Chiropractic Visualizer" on Lincoln College stationery (p. 55):

December 12, 1947

Dr. V.S. Conschafter  
114 Humboldt Parkway  
Buffalo 14, New York  
Dear Vic:

Since purchasing your CHIROPRACTIC VISUALIZER we have used it in our clinic, as well as in some of our classes. Our students feel that it not only possesses eye appeal, but that it has value in demonstrating to the patient the connection that exists between vertebral subluxations and the manifestations of disease in tissue.

We use it in our clinic to establish in the mind of the new patient a clear understanding of the Chiropractic principle. It serves to make the patient "spine conscious" because it enables the patient to see the effect of nerve interference.

With kindest personal regards and best wishes, I am,  
Sincerely,

A.G. Hendricks, D.C., Ph.C.

Vice President & Treasurer

LINCOLN CHIROPRACTIC COLLEGE

AGH/mb

PHOTOGRAPH



*National Chiropractic Journal* 1948 (Mar); 18(3): 42; journal caption reads: "John A. Stewart, left, Most Eminent Commander, receives the gavel of office from John L. Benjamin, Past Eminent Commander of the Lambda Chi Beta Fraternity at the Lincoln Chiropractic College, Indianapolis, Ind."

1948: Monte Greenawalt graduates from Lincoln Chiropractic College (Greenawalt, 1987)

1948: Monte Greenawalt DC begins practice; three years later has 3 associate doctors and 250 patient-visits per day (Greenawalt, 1985); first clinic located in basement of bank building (Greenawalt M, 01/05/17-18)

1948 (Dec): *NCJ*[18(12)] publishes:

-William A. **Budden** DC, ND, president of Western States College, challenges/refutes **CO Watkins'** (1948) call for **clinical research training** for DCs, argues instruction in

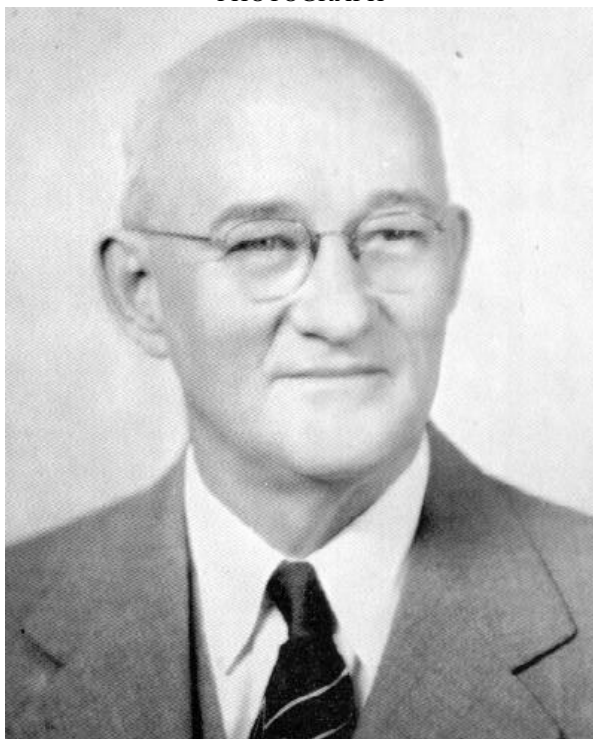
basic sciences will make chiropractors more scientifically minded (pp. 24, 60)

PHOTOGRAPH



*Journal of the National Chiropractic Association* 1949 (July); 19(7): 37; depicts commencement exercises at Lincoln Chiropractic College of Indianapolis on 20 May 1949 (NCA photo collection)

PHOTOGRAPH



*Journal of the National Chiropractic Association* 1952 (Dec); 22(12): cover; depicts "James N. Firth, president of the Lincoln Chiropractic College of Indianapolis" (p. 6).

1952: Kent Greenawalt born; Monte produces first orthotics using metascope foot measurement device

2002: **Success Express** [22(1)] includes:  
 -"And we're just getting started! Foot Levelers at fifty" (pp. 11-5, 46-7); **photographs**, including this Feb 1953 ad for Greenawalt Clinic opening:

1960 (Oct): **JNCA** [30(10)] includes:

-full page ad for Saperston Laboratories of Chicago's "Posturizer" shoe inserts based on "foot-o-graph" footprints (p. 59)

1962 (May 9): letter to Monte Greenawalt from P.N. Godbey DC of Bay Minette, Alabama (FLI Archives):

Dr. M.H. Greenawalt  
 1394 Locust Street  
 Dubuque, Iowa

Dear Dr. Greenawalt:

Since starting to use your Foot Levelers a couple months ago, we have found the solution to several problem cases that failed to respond to Chiropractic adjustments alone. We are well satisfied with the results obtained as adjustments now hold longer and the patient is pleased with the quick relief given to low back and leg pains.

The first patient to be fitted with Foot Levelers is the owner of our local bowling establishment and you can imagine his embarrassment in not being able to participate in the sport. After bowling only one game he would have severe pain in the hip and thigh that would last from 2 to 5 days. Adjustments would relieve the pain but failed to hold properly. He finally gave up bowling altogether and at the time of fitting with your Foot Levelers had not rolled a ball for over four months.

The first day after starting to wear the Foot Levelers, he rolled two games with no ill effects and the following day rolled nine games. He is now bowling daily and has not had a recurrence of the trouble and I find his adjustments are now holding as they should.

Mr. Malone is so well satisfied that he wants another pair for a spare. Do you have his cast or must I make a new impression? Also, could I get an extra foam kit as on one occasion already, I had

a patient who had to wait about a week until my replacement came back.

You mentioned in your correspondence something about Pronator Demonstrators. Could you please send more information on this.

Sincerely,...

1962 (May/June): **Digest of Chiropractic Economics** [4(6)] includes:

-full-page ad for Foot Levelers (p. 38)

1962 (June 5): letter to Monte Greenawalt from Raymond L. Deming, B.A., D.C. at 1417 Locust Street, Dubuque IA; Deming was DC who helped Monte when he was paralyzed in the Navy (FLI Archives):

Dear Dr. Greenawalt:

The enclosed pictures tell a story which may interest you. We have used a plumb line (picture No. 1) to check every patient, before and after every adjustment, for 29 years. Lately we have added photographic equipment to record plumb line findings. The patient is free standing, not supported in any way. He places his feet in the guide so that he can be returned to the exact spot any number of times. The position of the camera is fixed.

The patient shown in picture No. 2 was 71 years old, whose chief complaint was constant pain in the left leg, foot and hip. His work had always been hard and the musculature of the entire body was hard and spastic. Hyper extension or flexion, lateral bending and rotation of the trunk was much less than normal. Manipulation of joint tissues, spine, hands and feet, was difficult due to arthritic changes and ligamentous rigidity. Blood pressure, and body functions were better than average.

Picture No. 2 was made before any treatment. After nine adjustments the body had shifted toward normal about one inch at the level of the occiput so that the plumb line fell medial to the ear instead of lateral to it. His pain was still constant, but a little less severe. He had had previous attacks of the same type of pain for many years. However they had been much less severe and usually relieved by new shoes or heels so we had considered Levelers but had delayed because just before coming to us he had bought an expensive pair of steel and leather arch supports. At this point a pair of Levelers was obtained and picture No. 3 demonstrates the change after he had worn them two days. He said that he felt the best he had in many months. Picture No. 4 was taken 20 minutes later after his adjustment. The patient returned to work.

Our experience indicates that Levelers are helpful to the D.C. interested in correcting total distortion of the body. We have been pleased with the help they have given us in problem cases.

Sincerely,...

-attached is page with four pictures of patient described above

1962 (June): **JNCA** [32(6)] includes:

-full page ad for Foot Levelers, Inc. features "magic foam kits" (p. 57)

1963 (Nov/Dec): **Digest of Chiropractic Economics** [6(3)] includes:

-full page ad for Foot Levelers, Inc. at 1394 Locust St., Dubuque IA (p. 51: inside rear cover)

1965: four-page brochure, "Spinal Pelvic Stabilization in Chiropractic Orthopedics" indicates "Introducing a New Chiropractic Orthopedic Consultation and Laboratory Service; Distributed Exclusively by Vitaminerals, Inc."; includes quotes from D.D. Palmer, Roland H. Kissinger DC & Joseph Janse DC, ND; includes (FLI Archives):

ANNOUNCING A NEW CHIROPRACTIC ORTHOPEDIC CONSULTATION AND LABORATORY SERVICE

There is now available to the practicing Doctor of Chiropractic as a part of the SPS program a Consulting Laboratory Service, professionally designed to relieve the doctor of the vital and necessary – but all too frequently time-consuming – task of full laboratory diagnostic analyses of foot and leg problems.

HERE'S WHAT IT COMPRISES

You take foot impressions (negative-casts) of each patient with symptoms in the lower spine, pelvis, legs, knees or feet. Then complete the patient report. Mail the negative-casts, patient report and two dollars (\$2.00) to Foot Levelers, Inc., 1394 Locust Street, Dubuque, Iowa.


You will receive an analysis of the negative-casts, designed to deliver to the patient as a special report of the findings. Twenty different recommendations are possible plus special remarks. Not all patients need Spinal-Pelvic Stabilizers, but a change of shoe size or simple shoe corrections performed by the local shoe repair man may be all that is needed. Printed instructions to be given the patient for the shoe repair man or shoe store will be included when indicated.

PHOTOGRAPH

**SPECIMEN REPORT**

## SpS SPINAL PELVIC STABILIZATION

DUBUQUE, IOWA 52002



Laboratory Report: Date 10/25/65

Patient Name Cecil Jones Doctor Name W. S. Fixon  
 Address 120 Lost Canyon Address 4352 Elm Avenue  
 City Acklin State Nebr. City Acklin State Ind.

**CAST ANALYSIS**

Arches:  
 Inner longitudinal—pronatus, inward roll right  left   
arch weakness right  left   
 Outer longitudinal—supination, outward roll right  left   
 Anterior transverse—dropped metatarsal heads right  left   
 Hallux valgus (Bunions) Taylor's Bunions  
 Painful Heels \_\_\_\_\_ Calcaneal Spurs \_\_\_\_\_ Heel Spurs POSSIBLE \_\_\_\_\_

**RECOMMENDATIONS**

1. X-ray patient's feet to determine presence of heel spur
2. Present shoe is short  Foot measurements indicate size 10½
3. Change shoe size, wear for 3 weeks, then apply "Dutchman's Wedge" if sole wears to the outside
4. Apply "Dutchman's Wedge" to lateral border of shoe right  left
5. Apply "Dutchman's Wedge" to medial border of shoe right  left
6. WOMEN: Lace type oxford for every day wear  
 Lace type oxford with long coverlet for everyday wear  
 Heel height should not exceed 1½" or 12/8ths \_\_\_\_\_
7. MEN: Good shoe with steel shank or wedge sole
8. Heel lift to be incorporated in Spinal Pelvic Stabilizer now \_\_\_\_\_
9. Reevaluate patient after 4-6 weeks, return one Spinal Pelvic Stabilizer for installation proper heel lift if indicated \_\_\_\_\_
10. Spinal Pelvic Stabilizers not recommended unless patient fails to respond without them \_\_\_\_\_
11. Adjust patient 4-6 weeks then order Spinal Pelvic Stabilizers \_\_\_\_\_
12. Order Spinal Pelvic Stabilizers now
13. Remarks: The shoes are short and the right arch is pronated which  
will tend to alter the patient's gait and thereby effect  
the postural complex. This patient may experience some  
initial discomfort with the SPS as correction is made.

If it is the recommendation that the patient should use Spinal-Pelvic Stabilizers, the Stabilizers ordered as a result of the receipt and acceptance of the lab report by you, the doctor, will cost only \$9.00 instead of the usual \$10.00 per set. The net result of this, of course, is that with the SPS ordered as a result of the laboratory report at \$9.00 rather than \$10.00 is the Laboratory Consulting Service only costs \$1.00.

The entire purpose of this dramatically new chiropractic orthopedic consulting service is to provide the busy doctor with an orthopedic laboratory report prepared by qualified chiropractic orthopedists for practicing chiropractors as an aid in reaching a final diagnostic determination indicating the need for Spinal-Pelvic Stabilizers, if such is the need, or other chiropractic orthopedic treatment.

Based on experience thus far with chiropractors throughout the country, it is our feeling that this planned program of chiropractic orthopedic consultation and laboratory service provides a host of benefits for the busy chiropractor today.

Your Vitaminerals distributor will be happy to discuss with you at greater length and in more detail this latest addenda to Spinal-Pelvic Stabilization as provided exclusively by Vitaminerals through your Vitaminerals distributor.


1964 (Nov/Dec): *Digest of Chiropractic Economics* [7(3)] includes:

-Dr. Norman Harrison of Brooklyn NY authors "Postural foot imbalance and back pain" (pp. 36-7)

1966 (Jan/Feb): *Digest of Chiropractic Economics* [8(4)] includes:

-full page ad with photograph for "Ortho-Balancer" in Oceanside, Long Island NY (p. 49); **? Marv Weisberg?**:


**FOOT IMBALANCE (PRONATION) CAN TRIGGER LOW BACK PAIN**



**YOUR PATIENTS DESERVE THE FINEST  
ORTHO-BALANCER**

**WHY NOT NOW!**

**OUR LAB IS AS CLOSE AS YOUR MAILBOX**



**DOCTOR'S PRICE \$10 PER PAIR**

**ORTHO-BALANCER:** Set on off the steel rubber leveler BUT A necessarily moulded individually hand crafted correction is performed to withstand the tons of weight thrust daily onto the feet.

**ORTHO-BALANCER:** Your most important adjustment between visit patient care to insure Spinal-Pelvic Stability.

Postural Corp. of America  
 3194 Lawson Blvd.  
 Oceanside, Long Island, N.Y. 11572

Gentlemen:  
 Yes, I want to use ORTHO-BALANCE in my practice. Enclosed please find \$\_\_\_\_\_ for \_\_\_\_\_ foam impression mould KITS at \$1.00 per kit. Replaced FREE with order.

Dr. \_\_\_\_\_  
 Address \_\_\_\_\_  
 City \_\_\_\_\_ State \_\_\_\_\_ Zip Code \_\_\_\_\_

1966 (Nov 21): letter on stationery of Dana Electronic Computer Co., Inc. of Spokane WA, from Michel H. Saad, General Manager, to Mrs. A.M. Panka of Panka's Shoe Store in Prairie Du Chien WI (FLI Archives):

Dear Mrs. Panka:

Within the next few days we will be shipping your order for our Dana Automatic Shoe Size Computer, Model 2045, also known as Brown Shoe Company's "ProjectoSize Computer."

These accurate instruments are proving to be an amazing customer attraction and providing a "customer service" never before experienced in the shoe industry. So you might also quickly experience this merchandising advantage we strongly urge that the following outline be carefully observed.

1. All shoe sales personnel and especially the department managers should become completely familiar with the enclosed instruction pamphlet "How To Use The ProjectoSize Computer," especially paragraphs titled, "Children Customers" and "Reading The Dial." Always add "Growth Room" to sized obtained in the CHILD column only.
2. The projection screen should be set a minimum of three feet from the nose of the unit and so placed that passersby can visibly see the foot size measurements being performed from the store or department entrance.

3. Upon beginning use of the instrument, all customers and visitors should be measured on this unit with their foot size measurements noted on the prescription slips provided and presented to the individual being measured. These prescriptions slips become "carried" advertisements for your store and it is estimated that for each prescription slip provided in this manner ten or more new customers will enter your store requesting the same prescription for their foot measurement.

4. Do not first measure a customer on the "ProjectoSize" and then repeat a measurement with the "hand devices." Doing so will completely nullify the advantage of the "ProjectoSize." To make certain that old habits are not continued, the hand measuring devices should be removed from the floor.

You will find the instrument very easy to "set-up" by merely removing it from the shipping case, fastening the "desk top" unity with the four thumb screws provided and "plugging in" to an electrical outlet not being used by other appliances or electrical fixtures.

Sometimes, during shipment these units may be jarred out of calibration. Please use the size indication "Block" provided to test for proper size indication.

The instrument should be cleaned and sanitized daily using only "GLASS WAX." Failure to do so may result in Health Authority complaints.

Should you have any difficulties what-so-ever, please phone us immediately so we might provide assistance or service that may be necessary.

With the kindest regards, I remain

Sincerely yours,...

1967 (Jan 2): letter from MHG on FLI stationery (at 1901 Rockdale Road, Dubuque) to Mike Saad, Sales Manager of the Dana Electronic Computer Co. of Spokane WA (FLI Archives):

Dear Mr. Saad:

Confirming our telephone conversation of January 20, 1967.

Please ship, as soon as possible, the Projector Size Computer, under the 36 months lease at \$25.00 per month.

Looking forward to hearing from you.

Very truly yours,...

MHG:vf

1967 (Jan 20): Letter on Dana Electronic Computer Co. stationery from Michel H. Saad, Sales Manager, to MHG (FLI Archives):

Dear Dr. Greenawalt:

I thank you kindly for your phone call today regarding our DANA AUTOMATIC SHOE SIZE COMPUTERS.

Your proposed use of these instruments will positively be successful as they are appreciated and respected by Adults wherever they are placed. Almost never does the layman question the accuracy of these instruments. In fact, we guarantee them to be 100% correct to one width requirement.

Should you wish to purchase these units, the price is \$800.00 each. Should you decide to rent these units in quantity, there will be no deposit and the charges will be \$25.00 per month on a 36 month Lease.

I am enclosing our Rental Agreement for one unit as per your request.

Also enclosed is our pamphlet describing the use of our Model 2045.

If I can be of any assistance to you what-so-ever, do not hesitate in calling me.

With the kindest of regards, I remain

Sincerely yours,...

1967 (Jan 26): letter from Michel H. Saad, Sales Manager of Dana Electronic Computer Co., to MHG (FLI Archives):

Dear Dr. Greenawalt:

It was enjoyable speaking with you again today.

Our deliveries after receipt of orders are running 60 to 90 days. On the one unit you wish immediately, I will withdraw from another customer and forward to you.

It was interesting to learn of your plans in using these instruments and we can assure you proper recommended shoe sizes can be prescribed by your people without hesitancy. I am enclosing a suggested "Prescription Slip" that you may wish to incorporate in your plans.

We find only two larger shoe manufacturers that do not mark their sizes according to the standard. These are Dr. Scholl and Green Shoe Manufacturing Company (Stride Rite). Should you find it necessary to recommend Stride Rite shoes, the enclosed table will be of assistance to you.

Fitting of full length Arch Supports within the shoe, according to the recommended shoe size obtained, may require one and perhaps two widths wider. Should the customer or patient not be able to afford the better fitting shoe such as Julian Kokenge (Foot Saver), fitting the length as the instruments register with Arch Supports, could cause some slipping at the heel. Therefore, with the inexpensive shoe, you may have to recommend a half size shorter.

I am sure you are aware of the above, however, we wish you to know our past five years of Research & Development indicated the above.

I will be most pleased to assist you in any manner possible and with the kindest of regards, I remain

Sincerely yours,...

1967 (Jan 27): letter from Michel H. Saad, Sales Manager of Dana Electronic Computer Co., to MHG (FLI Archives):

Dear Dr. Greenawalt:

We are in receipt of your letter of January 23rd with the signed Rental Agreement and your lay-out for the Plaque enclosed. We will keep as close to your lay-out as possible.

Should any of your locations not be large enough to accommodate the Free Standing Screen, the enclosed photo of Model 2045-RV could be used as a self contained unit and requires only three feet of space.

Sincerely yours,...

1967 (Feb 16): letter from Michel H. Saad, Sales Manager of Dana Electronic Computer Co., to MHG (FLI Archives):

Dear Dr. Greenawalt:

We are forwarding your DANA AUTOMATIC SHOE SIZE COMPUTER today.

When your people use this instrument, have them instruct the customer or patient to remove both shoes and stand upon the platform. Then ask the customer to place his foot in the center of

the foot measuring cavity. Observe the foot to insure that it is in a straight line position and then operate the foot control switch.

Do not allow any measurements with one shoe on and one shoe off as incorrect readings will be obtained.

I am enclosing a Rental Agreement for reorders. At this time, I hope you will allow us three to four months in making deliveries.

Please phone me if you have any questions or need assistance upon receipt of your instrument.

Sincerely yours,...

1967 (Feb 28): letter from Michel H. Saad, Sales Manager f Dana Electronic Computer Co., to MHG (FLI Archives):

Dear Dr. Greenawalt:

It was enjoyable speaking with you again today, even though I did learn that you had not yet received your DANA AUTOMATIC SHOE SIZE COMPUTER.

We have already placed a tracer on this shipment and hope to learn why it has not arrived at its destination by tomorrow. As soon as this information is received, we will immediately forward same to you.

Regretting the delay caused by the above, I remain

Sincerely yours,...

1967 (Mar 10): letter from Michel H. Saad, General Manager f Dana Electronic Computer Co., to MHG (FLI Archives):

Dear Dr. Greenawalt:

It was pleasant talking with you today and I was pleased to learn that you had received your Computer and are pleased.

The Company Policy is to retain our Lease program and as I stated we have never sold any of our units with the exception to our distributors. The price was \$800.00.

I have no authority to sell any units, however, should you present us with a quantity order, I will take the matter up with the Executive Committee.

Basically, the only difficulty we have experienced with our units in retail operations is:

1. Clerks do not know how to interpret the readings received.
2. Some clerks feel their self importance can be replaced with these instruments.
3. Unbalanced inventories or insufficient inventory makes the use of the instrument prohibitive as size indications received will not be available in this store.

Needless to say, I think your idea is great and you would be doing a great favor to the public and naturally yourself should you carry through with your planned program.

Briefly checking through our account list, we do not have any units in your area. However, I am having my office girl check this thoroughly and will provide you with the names requested. The entire nation seems to be well covered with the exception of the Chicago, Milwaukee area.

Looking forward to hearing from you in the near future, I remain

Sincerely yours,...

PHOTOGRAPH



Monte Greenawalt, D.C., circa 1967

1967 (Mar 28): letter from Michel H. Saad, General Manager f Dana Electronic Computer Co., to MHG (FLI Archives):

Dear Dr. Greenawalt:

We wish to advise you that your Lease payments should be made to our Factors, Business Finance Company upon their billing you for your monthly rental.

And therefore, reference is made to that certain lease agreement dated January 23, 1967 between the undersigned, as lessor, and yourself, as lessee, describing a Dana Automatic Shoe Size Computer. You are hereby authorized and directed, until notified to the contrary by Business Finance Co., Inc., whose address is 2015 North Division, Box 2604 Terminal Annex, Spokane, Washington. All obligations of the undersigned, Dana Electronic Computer Co., Inc., under the terms of said lease agreement remain the responsibility of the undersigned, and Business Finance Co., Inc., has not in any respect assumed any such responsibility.

Thanking you kindly for your valued patronage and should ever any difficulty arise with your Computer, please contact us immediately.

Sincerely yours,...

1967 (June): blank copy of unsigned agreement between the American Chiropractic Association and Land-O-Nod Company (Foot Levelers Archives):

AGREEMENT

This AGREEMENT made and entered into this \_\_\_ day of June, 1967, between AMERICAN CHIROPRACTIC ASSOCIATION, INC., American building, 200 Grand Avenue, P.O. Box 1535, Des Moines, Iowa 50306, a Delaware corporation (herein "ACA") and the LAND-O-NOD COMPANY, 945 Broadway Northeast, Minneapolis, Minnesota 55413, a Minnesota corporation (herein "LAND-O-NOD").

Witnesseth:

RECITALS

1. Since January, 1964, LAND-O-NOD, in conjunction with the Minnesota Chiropractic Association, Inc., (herein "Minnesota Association") a affiliate of ACA, has invested substantial sums of

money and a very considerable amount of time in research and development to produce a mattress with box spring (herein "Mattress Unit") that would conform to requirements originally specified by the Minnesota Association. LAND-O-NOD has obtained a registered trademark, "CHIROPRACTIC" and used the same in the marketing in Minnesota and adjacent states of the mattress Unit that was approved and endorsed by the Minnesota Association.

2. Since the initial marketing by LAND-O-NOD of the Chiropractic Mattress Unit (herein "CHIROPRACTIC"), negotiations between LAND-O-NOD and ACA have been conducted with a view toward LAND-O-NOD's obtaining the approval of the Posture Committee of the ACA (herein sometimes "Posture Committee") on the CHIROPRACTIC in connection with the proposed marketing by LAND-O-NOD of the same throughout the United States and in foreign countries.

3. The Posture Committee has thoroughly examined and tested the CHIROPRACTIC and is prepared to grant its approval of the same on certain conditions designed to maintain high standards in the chiropractic profession and to implement ACA's program of research and public information on questions relating to health and physical fitness.

4. LAND-O-NOD is agreeable to affording financial assistance to ACA in the latter's programs of research and education to the extent that funds are available for that purpose from sale of the CHIROPRACTIC on condition that LAND-O-NOD obtain the exclusive right, for a sufficient period of time to enable it to recoup its substantial investment in time and money, to market a mattress unit approved by the Posture Committee.

For an in consideration of the foregoing Recitals and their mutual agreement expressed herein, the parties hereby agree with each other as follows, to-wit.

#### I

LAND-O-NOD HEREBY AGREES THAT IT SHALL:

A. Maintain, or cause to be maintained, quality controls on the CHIROPRACTIC as manufactured by it and its franchisees, and will take any and all corrective action necessary to keep the CHIROPRACTIC in conformity with the requirements and specifications established by the Posture Committee.

B. Pay any expenses incurred in protecting and enforcing the validity of LAND-O-NOD's registered trademark, "CHIROPRACTIC."

C. With respect to its franchisees, retail dealers and the public in general, make very reasonable effort to maintain a good reputation for quality in the market place for the "CHIROPRACTIC."

D. Report to ACA the sales of every "CHIROPRACTIC" sold (less returns), bearing the phraseology referred to in paragraph II A below, by LAND-O-NOD and its franchised manufacturers in the United States and foreign countries during the six month periods ending April 30 and October 31 of each year this agreement is in effect, (herein "Reporting Period"). On termination of this contract by expiration or notice as provided in paragraph IV and V below, the "final reporting period" will extend from the end of the preceding reporting period up to an including a date two months succeeding the date of termination. For purposes of determining the number of "CHIROPRACTICS" sold during reporting periods by its franchisees, LAND-O-NOD may reasonably rely on the certified reports received from its franchisees.

E. Pay to ACA semi-annually, on December 31 and June 30 of each year this agreement is in effect (herein "Payment dates") FIFTY CENTS (\$0.50) royalty for every CHIROPRACTIC sold (less returns), bearing the phraseology referred to in paragraph IIA below by LAND-O-NOD and its franchised manufacturers in the United States and foreign countries during the immediately preceding reporting period. The "final payment date" shall be within 30 days after the close of the "final reporting period."

F. Participate with the Posture Committee in the production of the pay for, audio-visual presentations (but in no event to exceed two audio-visual presentations in any 12 month period, commencing with the date of this agreement, at a maximum cost of \$5,000 per 12 month period) for purposes of assisting ACA in educating the public on subjects of health and physical fitness.

G. For the purposes of maintaining a high standard in the chiropractic profession and to assure accuracy of the representations made, shall secure the approval of ACA of the form and content of all advertising and promotional materials used by LAND-O-NOD and its franchisees.

H. Permit the ACA to audit all sales records maintained by LAND-O-NOD or reported to LAND-O-NOD by its franchisees of the CHIROPRACTIC at reasonable times and upon reasonable notice to LAND-O-NOD.

#### II

ACA HEREBY AGREES THAT IT SHALL:

A. Permit LAND-O-NOD to use in connection with marketing of the CHIROPRACTIC, as presently constructed or improved, phraseology (in association with the ACA emblem) designated by the ACA to the effect that the CHIROPRACTIC is built to specifications of the Posture Committee of the ACA. Such approval by the Posture Committee may be used by LAND-O-NOD, manufactures franchised by LAND-O-NOD, and their retail dealers, throughout the United States and in foreign countries.

B. So as to enable LAND-O-NOD to recoup its substantial investment in time and money in the development of a mattress unit conforming to chiropractic requirements and specifications of the Posture Committee and to earn a fair return for its investments and efforts grant to LAND-O-NOD for a period not to exceed 10 years the exclusive right to use the approval of the Posture Committee on CHIROPRACTIC or on any equivalent mattress unit approved by the Posture Committee, for the term of this agreement and any extensions thereof, subject, however, to any prior termination by either party hereto as provided in paragraphs IV and V below.

C. Take, at its own expense, whatever action may be necessary to prevent the unauthorized use of its approval on mattress units and to protect the right of LAND-O-NOD and its franchisees exclusively to use on the CHIROPRACTIC or on any equivalent mattress unit the approval of the Posture Committee of the ACA for the term of this agreement.

D. Use royalty funds payable to the ACA for the purposes of educating the public on subjects of health, posture and physical fitness.

#### III

The duration of this agreement shall be for a basic period of ten years commencing July 1, 1967 and extending to June 30, 1967, unless sooner terminated by LAND-O-NOD as provided in Paragraph IV below, but LAND-O-NOD shall have the option to renew this agreement for an additional five year period by giving notice in writing to that effect to ACA at least sixty (60) days



prior to the termination of the basic ten year period. If this option is exercised by LAND-O-NOD, the contract will terminate on June 30, 1982, unless sooner terminated as provided in Paragraph IV and V below or unless extended further by written agreement of the parties.

## IV

Other provisions hereof to the contrary notwithstanding, LAND-O-NOD may terminate this agreement at any time after 24 months following the date of this agreement upon ninety (90) days' prior written notice by certified or registered mail to ACA at its address indicated above, if during the two immediately preceding reporting periods, an aggregate of 25,000 CHIROPRACTICS will not have been sold by LAND-O-NOD and its franchised manufacturers.

## V

Since ACA is a chiropractic organization, national in scope, ACA may terminate this agreement after 24 months following the date this agreement upon ninety (90) days' prior written notice by certified or registered mail to LAND-O-NOD at its address indicated above if at the end of this 24 month period the CHIROPRACTICS are not offered for sale by retail dealers in at least 25 states.

## VI

All the grants and provisions hereof shall bind and extend to the benefit of the parties hereto and to their respective successors-in-interest, and to the assignee of LAND-O-NOD.

IN WITNESS WHEREOF, the parties hereto, have caused these presents to be duly executed this \_\_\_ day of June, 1967.

-blank space provided for officers of both groups to sign

1967 (July): **ACA Journal**[4(7)] includes:

-ad from Saperston Laboratories in Chicago for "Corrective Posturizers" for treatment of LBP (p. 53):

Handcrafted to cope with individual plantar imbalance. Unlike conventional balancers and levelers, CORRECTIVE POSTURIZERS are designed so your patient's feet rest down in a saddle-like seat which hugs the foot comfortably from heel to ball. This provides medial and lateral support, prevents excessive inward and outward foot motion. Helps realign entire foot structure...relieves pressures and strains quickly...provides a comfortable and balanced foundation for the upper skeleton.

Prepare a FOOT-O-GRAPH (detailed weightbearing imprints) for one or more of your most desperate, long standing cases – and test this **proven** adjunctive therapy.

-full-page ad for FLI features "spinal pelvic stabilization" (p. 58, inside rear cover); mentions: "Announcing a new chiropractic orthopedic consultation and laboratory service"

1967 (Nov/Dec): **DCE**[10(3)] includes:

-full-page ad for Foot Levelers, Inc. notes upcoming "orthopedic seminars" in Topeka, Oklahoma City, Indianapolis, Montreal, Little Rock (p. 31)

-Tom F. Greenawalt, D.C., president of the Iowa Chiropractic Society, Inc., authors "State digest report: Iowa" (pp. 61, 63); includes photograph of Dr. Greenawalt:



Chiropractic took another step forward with the third annual career day at Des Moines, Iowa, on Sunday, October 15th. Over 70 students of senior high school and junior college age attended this special day as guests of the Iowa Chiropractic Society. The morning program included such topics as "The Educational Requirements of a Doctor of Chiropractic," presented by Dr. Wm. Chapel, the new president of Lincoln College, and "Scholarships, Loans and Student Employment," discussed by Dr. John Miller, director of education at Palmer Chiropractic College. The topic, "Rewards of a Professional Career," was ably handled by a past president of the I.C.S., Dr. R.O. Masters, Sr.

Dr. J. LaMoine DeRusha, the dean of Northwestern College, told the students of housing and dormitories in our chiropractic colleges. The noon luncheon was held in the grand ballroom of the Fort Des Moines Hotel, where the students met the president of the I.C.S., Dr. Tom Greenawalt, who acted as M.C., and with the doctors and wives, enjoyed the wit and sound advice of Dr. James Parker.

The afternoon session included a discussion of the extra-curricular activities of college life including clubs, fraternities, sororities, etc., by Mrs. Eddie Page of Cleveland College. The director of admissions at National College, Dr. R.P. Beideman, ably discussed chiropractic internship and post-graduate study.

The field of research on the profession was handled by Dr. Fred Gehl, clinic director at Logan College. The program concluded with a panel discussion, moderated by Dr. Donald Strutt, of questions submitted by the students. The panel included all the program speakers of the day.

This program is in its third year and has seen an ever-increasing interest from Iowa students. The success of this program should give all other states cause for thought, as the future of our profession is directly dependent on new students for our colleges. What better way than THIS to reach that goal. Should this program be instituted on a national scale, the benefit to the colleges, the profession, and the general health of our nation would advance by one giant step.

1968 (Jan/Feb): **Digest of Chiropractic Economics** [10(4)] includes:

-full page ad for Foot Levelers, Inc.'s heel lifts (p. 30)

1968 (Mar 15): copy of letter from MHG to Jack I. Gillis of Dayco Southern Corp. of Waynesville NC (FLI Archives):

Dear Mr. Gillis:

It was a real pleasure talking with you this morning, and I am looking forward to receiving the pillow samples.

The design and purpose of this pillow is to provide mild traction of the cervical spine during sleep and resting. To stretch a contracted muscle causes it to relax, therefore this pillow is designed to provide mild passive traction of the cervical muscles.

The correct sleeping posture is on the side with the legs flexed. The generally accepted pillow on the market today has much to be desired when comfort and proper support is desired. Proper support on the side-lying as well as the supine position dictate that the pillow design be changed to take into consideration the physiologic and anatomic needs of the body. Neurologically, benefits from a properly designed pillow enhance the rest and relaxation of the individual resulting in reduction of nervous tension and muscle relaxation.

The proposed pillow design must be firm and provide greater support in the cervical area and less beneath the occiput or back of the head. A width of 3-4 inches on one side and 5-6 inches on the opposite will provide better support and traction of the cervical spine when made of a more dense material, the center area to have less density...thereby allowing the occiput to rest in a normal position.

It will be appreciated if you will submit samples made with varying densities of laytex [sic] to enable comparative studies for postural evaluation.

Thank you for your interest and we'll be looking forward to hearing from you in the near future.

Sincerely,...

MHG/vf

1968 (Mar 15): copy of letter from MHG to Jack Donahue of B.F. Goodrich Co. of Shelton CT (FLI Archives):

Dear Mr. Donahue:

It was a real pleasure talking with you this morning, and I am looking forward to receiving the pillow samples.

The design and purpose of this pillow is to provide mild traction of the cervical spine during sleep and resting. To stretch a contracted muscle causes it to relax, therefore this pillow is designed to provide mild passive traction of the cervical muscles. The correct sleeping posture is on the side with the legs flexed. The generally accepted pillow on the market today has much to be desired when comfort and proper support is desired. Proper support on the side-lying as well as the supine position dictate that the pillow design be changed to take into consideration the physiologic and anatomic needs of the body. Neurologically, benefits from a properly designed pillow enhance the rest and relaxation of the individual resulting in reduction of nervous tension and muscle relaxation.

The proposed pillow design must be firm and provide greater support in the cervical area and less beneath the occiput or back of the head. A width of 3-4 inches on one side and 5-6 inches on the opposite will provide better support and traction of the cervical spine when made of a more dense material, the center area to have less density...thereby allowing the occiput to rest in a normal position.

It will be appreciated if you will submit samples made with varying densities of laytex [sic] to enable comparative studies for postural evaluation.

Thank you for your interest and we'll be looking forward to hearing from you in the near future.

Sincerely,...

MHG/vf

1968 (Mar 26): letter on B.F. Goodrich Consumer Products stationery from J.J. Donahue, National Sales Manager, Foam Products, to MHG (FLI Archives):

Mr. M.H. Greenawalt, President  
Foot Levelers, Inc.  
1901 Rockdale Road  
Dubuque, Iowa 52001  
Dear Mr. Greenawalt:

We are mailing today via air parcel post, one fabricated pillow comparable to the specifications mentioned in your letter of March 15th.

Upon inspecting this product, I would be grateful to hear whether the 3" and 5" firm components are satisfactory. There is a question in my mind as to how firm these two sections should be and before requesting a quotation from our Cost Department, I thought it best to obtain an opinion from you.

Very truly yours,...

1968 (Mar/Apr): *Digest of Chiropractic Economics* [10(5)] includes:

-full-page ad for Foot Levelers, Inc. (p. 49)

1968 (Apr 5): letter on stationery of Chittenden & Eastman Company of Burlington, Iowa from M.A. Nordstrom, President, to MHG (FLI Archives):

Dear Doctor:

While it is fresh in my mind will set out my reactions to having slept on your pillow last night. First off, I want to tell you that I think the idea is good and while it may be my imagination, I feel that my neck is more agile this morning than usual.

You know all of the good points so I am going to outline my bad point reactions. While I know I could get used to the height of the pillow, I personally feel that it is too high and that I would be better off getting used to one that is not quite so bulky. I remember you saying something about 2 widths for the edges, one for sleeping on your back and the other for sleeping on your side. I sleep on my right side all of the time and wake up in the morning in the same position that I went to sleep in the night before. With the new and bulky pillow, I awakened in the night, something that is unusual for me, and the thought occurred to me that I was stretching my neck only on one side. When I rolled over to the other side to give this a chance, I could tell that there had been a stretching reaction because every one of the vertebra or discs down my neck cracked as I turned over and started stretching in the other side. This is one of the problems that brought to mind the possibility of going around with my head hanging on one side of my body from having stretched the muscles that way.

Dick Ziglar is going to sleep on the pillow for the next night or two but in the meantime I never did ask you what your reaction is to sleeping on one of these and whether you do or not.

Sincerely,...

1968 (Apr 10): copy of letter from MHG (FLI Archives):

Mrs. Paul Spaight  
116 10th Street N.W.  
Cedar Rapids, Iowa 52405  
Dear Mrs. Spaight:

I am very pleased with the layouts submitted and have picked the one that folds out from the others. The boxes are to be printed in one color only.

The ends of the boxes will be labeled:

Lumbo-sacral Stabilizer

## Sacro-iliac Stabilizer

I'll be looking forward to receiving the finished art so that the boxes can be made.

I do appreciate the fine work that you have done and look forward to having you help us with the design of our catalog. I'll give you a call before coming to Cedar Rapids.

Sincerely,...

1968 (Apr 10): letter on stationery of Southern Cross Industries, Inc. of Atlanta from Thomas F. Erickson, President, to MHG (FLI Archives):

Dear Dr. Greenawalt:

I was glancing through the March-April issue of The Digest of Chiropractic Economics and saw your picture on page 49 in connection with your Foot Levelers.

It reminded me of my pleasant conversation with you when we met in Little Rock several weeks ago, and again may I say how much I appreciated your kind comments regarding my remarks to the group. There is no question in my mind but what your entire profession can take some lengthy strides forward, with help from "outsiders" like us, provided you are not torn by **intra family squabbles**.

It was a pleasure to meet you and I wish you nothing but the best of success.

Sincerely yours,...

1968 (Apr 11): letter on stationery of Chittenden & Eastman Company of Burlington, Iowa from M.A. Nordstrom, President, to MHG (FLI Archives):

Dear Doctor:

The mattress committee in Chicago felt that the pillow business was something that should be taken up with people who specialize in pillows and that as bedding manufacturers they were not interested or in a position to consider your idea.

Sincerely,...

1968 (Apr 16): letter on stationery of Southern Cross Industries, Inc. of Atlanta from Thomas F. Erickson, President, to MHG (FLI Archives):

Dear Dr. Greenawalt:

Thank you for your phone call last Friday.

I have discussed the matter of your new pillow with several people here, and the general opinion is that this is going to be a relatively limited market.

The primary reason for the limitation is the fact that there are a great number of people who simply do not like foam pillows and that, therefore, the attraction for your pillow is going to be more to the actual patient. With our mattress set, quite frankly, we expect to sell a large number of Chiropractic mattresses to people who are not necessarily referred by their chiropractor, simply because the mattress set is such a fine piece of merchandise.

There also are some logistic problems if our **Springwall** Group, for example, were to work with you on the distribution and sale of your pillow.

There is no question but what you would have a market for the product even though it might not be as big as I had envisioned when you described it over the phone to me. No doubt, you will want to check with others, because the generally negative reaction of my associates here may well not be a proper one.

I appreciate your call and wish you nothing but the best.

Sincerely yours,...

TFE:bm

cc RF Walters

1968 (May/June): **Digest of Chiropractic Economics** [10(6)] includes:

-Monte Greenawalt DC of Dubuque IA authors "Chiropractic from the ground up" (pp. 14-6)

-Tom F. Greenawalt, D.C., president of the Iowa Chiropractic Society, Inc., authors "Iowa" (pp. 20-1)

-full-page ad for Foot Levelers, Inc. (p. 47)

1968 (June 3): letter on B.F. Goodrich Consumer Products stationery from Charles J. Connors, Pillow Specialist, to MHG (FLI Archives):

Mr. M.H. Greenawalt, President

Foot Levelers, Inc.

1901 Rockdale Road

Dubuque, Iowa 52001

Dear Mr. Greenawalt:

## Orthopedic Pillow

Since our last conversation, we have tried many times, unsuccessfully, to fabricate a sample to your instructions.

It appears impossible to cut a pillow down to 4" and have two different densities. The results are discouraging and, therefore, we are forced to say that we cannot comply with your request.

Possibly at some later date we would be in a position to manufacture a special pillow to your requirements.

Very truly yours,...

1968 (June 21): letter from Jack Frost, M.D. in Dubuque IA (FLI Archives):

TO WHOM IT MAY CONCERN:

This is to certify that I have used an early production model of FL, INC's foam support pillow and have received a great deal of relief from the discomfort associated with a severe hyperextensive cervical injury received in an automobile accident in August of 1967.

I hope that this will be of assistance to you in any current or future evaluations.

Very truly yours,...

1968 (June 28): product description on FLI stationery (FLI Archives):

## CERVICAL TRACTION PILLOW – pat. pend.

The Cervical Traction Pillow is a modern therapeutic traction device in the form of a uniquely designed bed pillow. Continuous traction assures a certain amount of immobilization of the cervical spine and reduces muscle spasm. When correctly applied it straightens the cervical spine and enlarges the intervertebral foramina relieving the compressive and/or irritative condition about the nerve roots. Conventional traction utilizing the head halter is poorly tolerated by most patients due to discomfort to the chin and lower jaw. The generally accepted use of 5-10 pounds does nothing more than lift the weight of the head from the neck and restrict motion to some extent.

Correct posture during sleep should be considered a must in all instances. Many patients find sleeping difficult due to pain and

discomfort. Patients using one or more pillows of the conventional type are subjected to prolonged flexion of the cervical spine and discomfort results. Sleeping without a pillow tends to aggravate the symptoms in many cases. Sleeping in the prone position is contra-indicated as the neck is rotated and bent laterally for long periods of time.

The Cervical Traction Pillow has been one of the greatest adjuncts in the therapy of cervical nerve root irritation, and it will be found that no other treatment is necessary in many cases.

Proper posture during sleep finds the patient on his side with knees slightly flexed. The Cervical Traction Pillow is so designed to give adequate and proper support to the head and neck in this position without the necessity of balling up the pillow and/or supporting it with the hands or arms. In the supine position the one side of the Cervical Traction Pillow will produce a moderate traction effect the other side produces a mild traction effect. It will be observed and proven through roentgenological examination that the normal curve of the cervical spine is encouraged. Supporting the head and neck in this manner rotation and lateral movement is inhibited - ;traction produced in this manner is both beneficial and comfortable to the patient.

It is recommended that all patients presenting cervical spine pathology in the form of arthritis, cervical nerve root irritation, cervical strains and/or sprains receive a Cervical Traction Pillow during their stay in the hospital and receive instructions to make continued use of it at home – not only therapeutically, but as a prophylaxis as well

#### INDICATIONS:

##### Cervical Spine Injuries:

Whip-lash injury producing cervical strains and/or sprains –  
Lax ligaments – Degenerative changes – Inflammatory changes –  
Post-fracture rehabilitation – Scalenus Anticus Syndrome –  
Cervical rib irritation – Postural and occupational stress

Patients presenting emotional stress  
Physical and/or mental fatigue resulting in nervous tension and anxiety.

Cervical nerve root irritation due to chemical or ischemic factors.

Congenital anomalies.

1968 (July/Aug): **Digest of Chiropractic Economics** [11(1)] includes:

-two page ad for various Foot Levelers' products (pp. 8-9)

1968 (Sept/Oct): **DCE**[11(2)] includes:

-full-page ad for Foot Levelers, Inc. (p. 13)

1968 (Oct 7): letter on Dayco Corporation stationery from C.E. LaFontaine, Foam Customer Service Mgr., to MHG (FLI Archives):

Dear Dr. Grunawalt: [sic]

As we discussed over the telephone last week, I am forwarding three sample bed pillows made up in varying compression densities.

Pillow X-1089 is on the low side of the compression density range. Pillow X-1088 has varying densities with one section on the low side of the compression density and the other section on the high side of the compression density range. Pillow 1090 is on the high side of the compression density range.

These samples will more clearly illustrate what I was talking about when I stated that we should have a plus and minus tolerance or C.D. range in which to produce your pillows.

We recommend that for the center section we use a C.D. range of 2-4 pounds. On the side sections, we recommend a C.D. range of 12 to 14-1/2 pounds. You will also note on these samples that we did not cement the pillow sections around the outside circumference. This will eliminate a hard cement seam and make a more comfortable pillow to use. This is the method of fabrication we have used satisfactorily for years on our fabricated pillows and it gives a very serviceable pillow.

Please review these pillows and our recommendations as to compression densities with your research committee and let me know your decisions. If there are any additional questions, please feel free to call me at any time.

Very truly yours,...

1968 (Nov 4): letter on Dayco Corporation stationery from C.E. LaFontaine, Foam Customer Service Mgr., to MHG (FLI Archives):

Dear Dr. Grunawalt: [sic]

Reference is made to your request for a sectional bed pillow made per your specifications, samples of which have been forwarded to you.

Our cost to you for this pillow is \$4.30 each, terms net EOM FOB shipping point with freight prepaid in full carloads. Less than carloads will be freight collect with carload freight rate allowed.

This price is based on our producing these pillow buns during the months of February, March, and April and your ability to purchase and take this entire production quantity during these months. We will not be able to warehouse these pillow buns for future shipment throughout the year.

These pillow buns will be packed 12 units per carton and approximately 3,200 units would constitute one carload.

I would like to suggest that this type of fabricated pillow would fit in ideally to a pillow convertors operation such as Pillowtex Corp. who are regular pillow bun customers of ours. We would be glad to work with a convertor on this item.

If there are any further questions, please feel free to call me at any time.

Yours very truly,...

cc: W. Wickings, J. Corrigan

1968 (Nov/Dec): **DCE**[11(3)] includes:

-full-page ad for Foot Levelers, Inc. (rear cover)

1968 (Dec 13): letter from Robert N. Solheim DC to MHG (FLI Archives):

Dear Monte:

After I talked with you the other night it dawned on me that the Committee members and the Executive Board would need pairs of pillows. If you have not sent them I think that it would be better if you could send a pair of them to the following Committee members.

Dr. Walden Schoenheider, 3605 France Avenue North, Robbinsdale, Minn. 55422

Dr. Robt. Thatcher, 1347 W. Larpenteur Avenue, St. Paul, Minn. 55113

Dr. Edw. Kinum, 409 Mohawk Avenue, Scotia, N.Y. 12302

Dr. James Seeley, Jr., 1922 Fifth Avenue, Troy, N.Y. 12180

In addition if they have not been sent please send them (the other 16) to Mr. Harry Olson, Land-O-Nod Company, 945 N.W. Broadway, Minneapolis, Minn. 55413.

1969 (Jan/Feb): **DCE**[11(4)] includes:

-full-page ad for Foot Levelers, Inc. (rear cover)

1969 (Mar/Apr): **DCE**[11(5)] includes:

-full-page ad for Foot Levelers, Inc. (rear cover)

1969 (May/June): **DCE**[11(6)] includes:

-full-page ad for Foot Levelers, Inc. (rear cover)

1969 (July/Aug): **DCE**[12(1)] includes:

-full-page ad for Foot Levelers, Inc. (rear cover)

1969 (Sept/Oct): **DCE**[12(2)] includes:

-full-page ad for Foot Levelers, Inc. (rear cover)

1969 (Nov/Dec): **DCE**[12(3)] includes:

-full-page ad for Foot Levelers, Inc. (rear cover)

1970 (Jan 9): letter on FLI stationery from MHG to Dana Electronic Computer Co., Inc. in Spokane WA (FLI Archives):

Gentlemen:

We have checked our files, and find our contract for the 36 month period has terminated.

We do not desire to renew the contract at this time, therefore, we will not be making any more payments to the Business Finance Co., Inc.

Sincerely,...

1970 (Jan 23): letter on Dana Electronic Computer Co. stationery from Mrs. Jeanne M. Rogers, Office Manager, to MHG (FLI Archives):

Dear Mr. Greenawalt:

Thank you kindly for your letter of January 9th regarding your DANA AUTOMATIC SHOE SIZE COMPUTER.

Since it is not your desire to exercise your right to renew, please have your people break down the instrument into two parts, the base and the desk top. Package in any suitable corrugated cardboard cartons and ship via truck, prepaid as quickly as possible.

It is not necessary to return the free standing Projection Screen, simply discard it.

The information, underlined in red and found on the enclosed shipping labels, should be used on the return waybill to insure cheapest possible transportation.

Thanking you kindly for your valued patronage and with kind regards, I remain

Sincerely yours,...

1970 (Jan/Feb): **DCE**[12(4)] includes:

-full-page ad for Foot Levelers, Inc. (rear cover)

1970 (Mar/Apr): **DCE**[12(5)] includes:

-full-page ad for Foot Levelers, Inc. (rear cover)

1970 (May 26): letter on Dana Electronic Computer Co. stationery from Mrs. Jeanne M. Rogers, Office Manager, to MHG (FLI Archives):

Dear Mr. Greenawalt:

On January 23, 1970 we forwarded shipping labels and instructions for the return of your DANA AUTOMATIC SHOE SIZE COMPUTER. Copy of letter enclosed.

It has been brought to my attention, that as yet, your instrument has not been received.

I am sure you realize we cannot allow more than 30 days for the return of a unit after rental payments have been discontinued.

If your instrument has not been forwarded, we will assume you have decided to retain same and we will again begin billing at \$25.00 per month, as of June 15, 1970.

The enclosed statement totaling \$75.00, covers the rental payments due for the months of March, April and May of 1970. Please remit to this office.

Awaiting your reply and with kind regards, I remain

Sincerely yours,...

1970 (July/Aug): **DCE**[13(1)] includes:

-full-page ad for Foot Levelers, Inc. (p. 19)

1970 (Sept/Oct): **DCE**[13(2)] includes:

-full-page ad for Foot Levelers, Inc. (p. 50) includes photos of method of taking foot impressions

1970 (Nov/Dec): **DCE**[13(3)] includes:

-full-page ad for Foot Levelers, Inc. (p. 19) includes photos of method of taking foot impressions

1971 (Jan/Feb): **DCE**[13(4)] includes:

-full-page ad for Foot Levelers, Inc. (p. 19) includes photos of method of taking foot impressions

1971 (Mar/Apr): **DCE**[13(5)] includes:

-full-page ad for Foot Levelers, Inc. (p. 50) includes photos of method of taking foot impressions

1971 (May/June): **DCE**[13(6)] includes:

-full-page ad for Foot Levelers, Inc. (p. 50) includes photos of method of taking foot impressions

1971 (July/Aug): **DCE**[14(1)] includes:

-full-page ad for Foot Levelers, Inc. (p. 58) includes photos of method of taking foot impressions

1971 (Sept/Oct): **DCE**[14(2)] includes:

-full-page ad for Foot Levelers, Inc. (p. 58) includes photos of method of taking foot impressions

1971 (Nov/Dec): **DCE**[14(3)] includes:

-full-page ad for Foot Levelers, Inc. (p. 58) includes photos of method of taking foot impressions

1972 (Jan/Feb): **DCE**[14(4)] includes:

-full-page ad for Foot Levelers, Inc. (p. 58) includes photos of method of taking foot impressions

1972 (Mar/Apr): **DCE**[14(5)] includes:

-full-page ad for Foot Levelers, Inc. (p. 58) includes photos of method of taking foot impressions

1972 (May/June): **DCE**[14(6)] includes:

-full-page ad for Foot Levelers, Inc. (p. 66) includes photos of method of taking foot impressions

1972 (July/Aug): **Digest of Chiropractic Economics** [15(1)] includes:

-full-page ad for Foot Levelers, Inc. (p. 8) includes photos of method of taking foot impressions

-Monte Greenawalt, D.C. authors "Orthopedics: Detection, care and management of postural deficits" (pp. 46-7)

1972 (Sept/Oct): **DCE**[15(2)] includes:

-Monte Greenawalt DC authors "Detection, care and management of postural deficits" (pp. 32-4)

-full-page ad for Foot Levelers, Inc. (p. 66) includes photos of method of taking foot impressions

1972 (Nov/Dec): **DCE**[15(3)] includes:

-full-page ad for Foot Levelers, Inc. (p. 13) includes photos of method of taking foot impressions

1973 (Jan 7): Monte Greenawalt completes 300-hour post-graduate study in orthopedics at NWCC, awarded certificate signed by Russell Hass DC & John B. Wolfe DC (FLI Archives)

1973 (Jan/Feb): **Digest of Chiropractic Economics** [15(4)] includes:

-Monte H. Greenawalt, D.C. authors "Orthopedics: care and management of postural deficits" (pp. 38-9)

1973 (Mar/Apr): **Digest of Chiropractic Economics** [15(5)] includes:

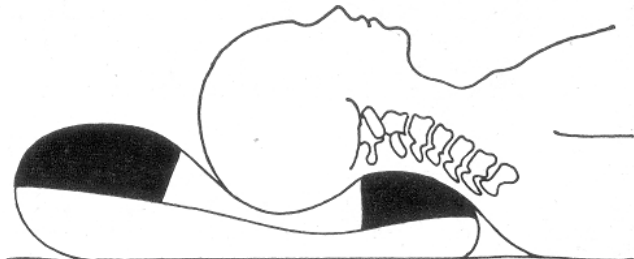
-Monte H. Greenawalt, D.C. authors "Orthopedics: Care and management of postural defects" (pp. 46-7)

1973 (July/Aug): **Digest of Chiropractic Economics** [16(1)] includes:

-Monte H. Greenawalt, D.C. authors "Determining 'normal' parameters in postural measurements" (pp. 22-4)

1973 (Sept): **ACA Journal**[10(9)] includes:

-full page ad for "Pillo-Pedic" (p. 66); sketch and caption:



**The Scientific Validity** of the pillow is that it allows your spine and neck to rest horizontally in the natural position required for relaxation and sleep. This therapeutic effect is obtained by the pillow's varying densities – or varying degrees of softness. The edges are more firm than the center allowing the head to be cradled gently and the neck to be supported properly. But that's not all. We know that different people have different neck lengths. So we designed and constructed the pillow to be really four pillows in one.

-full page ad for Foot Levelers, Inc. (rear cover); features "As easy as 1-2-3-4"

1973 (Sept/Oct): **Digest of Chiropractic Economics** [16(2)] includes:

-Monte H. Greenawalt, D.C. authors "Orthopedics: Antero-postero curves" (pp. 14-5, 17)

1973 (Nov/Dec): **Digest of Chiropractic Economics** [16(3)] includes:

-Monte H. Greenawalt, D.C. authors "Orthopedics: Postural deficits in children" (pp. 26-9)

1974 (Jan): **ACA Journal**[11(1)] includes:

-full page ad for "Pillo-Pedic" (p. 74); offered by Therapeutic Sleep Products, Inc. (FLI affiliate)

-full page ad for Foot Levelers, Inc. (rear cover); features "I dare you, yes, doctor, I dare you"

1974 (Feb): **ACA Journal**[11(2)] includes:

-full page ad for "Pillo-Pedic, The Traction Device that Looks like a Pillow" (p. 74); offered by Therapeutic Sleep Products, Inc. (FLI affiliate)

-full page ad from Foot Levelers, Inc. (p. 75; inside rear cover); features audiotope by Monte Greenawalt DC, DABC( "Detection, care, and management of postural deficits"; includes sketch of Dr. Greenawalt:



-full page ad for Foot Levelers, Inc. (rear cover); features "I dare you, yes, doctor, I dare you"

1974 (Mar): **ACA Journal**[11(3)] includes:

-half page ad for "Therapeutic Pillow" offered by "The Pillow Company" of Minneapolis (p. 72)

-full page ad for "Pillo-Pedic" (p. 75); offered by Therapeutic Sleep Products, Inc. (FLI affiliate)

-full page ad for Foot Levelers, Inc. (rear cover); features "I dare you, yes, doctor, I dare you"

1974 (Mar/Apr): **Digest of Chiropractic Economics** [16(5)] includes:

-Monte H. Greenawalt, D.C. authors "Posture and the iliopsoas" (pp. 38-41)

1974 (Apr): **ACA Journal**[11(4)] includes:

-full page ad for "Pillo-Pedic" (p. 7); offered by Therapeutic Sleep Products, Inc. (FLI affiliate)

-half page ad for "Therapeutic Pillow" offered by "The Pillow Company" of Minneapolis (p. 63)

-full page ad for Foot Levelers, Inc. (rear cover); features "I dare you, yes, doctor, I dare you"

1974 (May/June): **Digest of Chiropractic Economics** [16(6)] includes:

-"National College homecoming" (pp. 68-9); many photographs, including:



L to R: Monte Greenawalt, D.C.; Jeanne Greenawalt (Kent's mother); Joseph Janse, D.C.

1974 (June): **ACA Journal**[11(6)] includes:

-full page ad for "Pillo-Pedic" (p. 7); offered by Therapeutic Sleep Products, Inc. (FLI affiliate)

-half page ad for "Therapeutic Pillow" offered by "The Pillow Company" of Minneapolis (p. 49)

-full page ad for Foot Levelers, Inc. (rear cover); features "I dare you, yes, doctor, I dare you"

1974 (July): **ACA Journal**[11(7)] includes:

-full page ad for "Pillo-Pedic" (p. 7); offered by Therapeutic Sleep Products, Inc. (FLI affiliate)

-full page ad for Foot Levelers, Inc. (rear cover); features "I dare you, yes, doctor, I dare you"

1974 (July/Aug): **Digest of Chiropractic Economics** [17(1)] includes:

-"College news: Logan College of Chiropractic" (pp. 68, 70); includes two photos and text:

#### PHOTOGRAPH

Above, (left to right) Dr. Gerald Kari, 1973 President of the Alumni Association and Dr. William N. Coggins, College President, accept a \$5,000 check from Mr. Kent Greenawalt. Dr. Ronald Pollock, 1974 President of the Alumni Association looks on. The gift was made on behalf of Foot Levelers, Dr. Monty Greenawalt, President.

1974 (Aug): **ACA Journal**[11(8)] includes:

-full page ad for "Pillo-Pedic" (p. 7); offered by Therapeutic Sleep Products, Inc. (FLI affiliate)

-half page ad for "Therapeutic Pillow" offered by "The Pillow Company" of Minneapolis (p. 59)

-full page ad for Foot Levelers, Inc. (rear cover); features "I dare you, yes, doctor, I dare you"

1974 (Sept): **ACA Journal**[11(9)] includes:

-full page ad for Foot Levelers, Inc. (rear cover); features "I dare you, yes, doctor, I dare you"

1974 (Sept/Oct): **Digest of Chiropractic Economics** [17(2)] includes:

-Monte H. Greenawalt, D.C. authors "Proper patient management: the doctor is a detective" (pp. 70-2, 74-5)

1974 (Oct): **ACA Journal**[11(10)] includes:

-full page ad for "Pillo-Pedic" (p. 63); offered by Therapeutic Sleep Products, Inc. (FLI affiliate)

-full page ad for Foot Levelers, Inc. (rear cover); features "I dare you, yes, doctor, I dare you"

1974 (Nov): **ACA Journal**[11(11)] includes:

-full page ad for Foot Levelers, Inc. (rear cover); features "I dare you, yes, doctor, I dare you"

1974 (Dec): **ACA Journal**[11(12)] includes:

-full page ad for "Pillo-Pedic" (p. 3); offered by Therapeutic Sleep Products, Inc. (FLI affiliate)

-full page ad for Foot Levelers, Inc. (rear cover); features "I dare you, yes, doctor, I dare you"

1975 (Jan): **ACA Journal**[12(1)] includes:

-half page ad for "Therapeutic Pillow" offered by "The Pillow Company" of Minneapolis (p. 57)

-full page ad for Foot Levelers, Inc. (rear cover); features "I dare you, yes, doctor, I dare you"

1975 (Feb): **ACA Journal**[12(2)] includes:

-full page ad for "Pillo-Pedic" (p. 3); offered by Therapeutic Sleep Products, Inc. (FLI affiliate)

-half page ad for "Therapeutic Pillow" offered by "The Pillow Company" of Minneapolis (p. 11)

-full page ad for Foot Levelers, Inc. (rear cover); features "I dare you, yes, doctor, I dare you"

1975 (Mar): **ACA Journal**[12(3)] includes:

- full page ad for "Pillo-Pedic" (p. 4); offered by Therapeutic Sleep Products, Inc. (FLI affiliate)
- half page ad for "Therapeutic Pillow" offered by "The Pillow Company" of Minneapolis (p. 32)
- full page ad for Foot Levelers, Inc. (rear cover); features "I dare you, yes, doctor, I dare you"

1975 (Mar/Apr): **Digest of Chiropractic Economics** [17(5)] includes:

- Monte Greenawalt, D.C. authors "Detection and evaluation of the unstable low back" (pp. 30-3, 34)

1975 (Apr): **ACA Journal**[12(4)] includes:

- full page ad for "Pillo-Pedic" (p. 3); offered by Therapeutic Sleep Products, Inc. (FLI affiliate)
- half page ad for "Therapeutic Pillow" offered by "The Pillow Company" of Minneapolis (p. 51)
- full page ad for Foot Levelers, Inc. (rear cover); features "I dare you, yes, doctor, I dare you"

1975 (May): **ACA Journal**[12(5)] includes:

- half page ad for "Therapeutic Pillow" offered by "The Pillow Company" of Minneapolis (p. 11)
- full page ad for "Pillo-Pedic" (p. 48); offered by Therapeutic Sleep Products, Inc. (FLI affiliate)
- full page ad for Foot Levelers, Inc. (rear cover); features "I dare you, yes, doctor, I dare you"

1975 (June): **ACA Journal**[12(6)] includes:

- full page ad for "Pillo-Pedic" (p. S-80); offered by Therapeutic Sleep Products, Inc. (FLI affiliate)
- full page ad for Foot Levelers, Inc. (rear cover); features "I dare you, yes, doctor, I dare you"

1975 (July): **ACA Journal**[12(7)] includes:

- full page ad for "Pillo-Pedic" (p. 18); offered by Therapeutic Sleep Products, Inc. (FLI affiliate)
- full page ad for Foot Levelers, Inc. (rear cover); features "I dare you, yes, doctor, I dare you"

1975 (July/Aug): **Digest of Chiropractic Economics** [18(1)] includes:

- Monte Greenawalt, D.C. authors "Lower spinal instability: spondylolisthesis" (pp. 18-20)

1975 (Aug): **ACA Journal**[12(8)] includes:

- full page ad for "Pillo-Pedic" (p. 3); offered by Therapeutic Sleep Products, Inc. (FLI affiliate)
- full page ad for Foot Levelers, Inc. (rear cover); features "I dare you, yes, doctor, I dare you"

1975 (Sept): **ACA Journal**[12(9)] includes:

- full page ad for "Pillo-Pedic" (p. 7); offered by Therapeutic Sleep Products, Inc. (FLI affiliate)
- full page ad for Foot Levelers, Inc. (rear cover); features "I dare you, yes, doctor, I dare you"

1975 (Oct): **ACA Journal**[12(10)] includes:

- half page ad for "Therapeutic Pillow" offered by "The Pillow Company" of Minneapolis (p. 12)
- full page ad for "Pillo-Pedic" (p. 29); offered by Therapeutic Sleep Products, Inc. (FLI affiliate)
- full page ad for Foot Levelers, Inc. (rear cover); features "I dare you, yes, doctor, I dare you"

1975 (Nov): **ACA Journal**[12(11)] includes:

- full page ad for "Pillo-Pedic" (p. 15); offered by Therapeutic Sleep Products, Inc. (FLI affiliate)
- half page ad for "Therapeutic Pillow" offered by "The Pillow Company" of Minneapolis (p. 12)
- full page ad for Foot Levelers, Inc. (rear cover); features "I dare you, yes, doctor, I dare you"

#### PHOTOGRAPH



Monte Greenawalt, D.C., 1976

1976 (Jan): **ACA Journal**[13(1)] includes:

- half page ad for "Therapeutic Pillow" offered by "The Pillow Company" of Minneapolis (p. 51)
- full page ad for Foot Levelers, Inc. (rear cover); features "I dare you, yes, doctor, I dare you"

1976 (Jan/Feb): **DCE** [18(4)] includes:

- Monte Greenawalt DC, of 1905 Rockdale Road, Dubuque IA, authors "Lower spinal instability due to asemmetrical [sic] facets & lax ligaments" (pp. 56-8)

1976 (Apr): **ACA Journal**[13(4)] includes:

- full page ad for Capital Appliance Company of Grand Island NE, which offers the "Capital Posturizer" shoe insert (p. 7)
- full page ad for "Pillo-Pedic" (p. 10); offered by Therapeutic Sleep Products, Inc. (FLI affiliate)
- half page ad for "Therapeutic Pillow" offered by "The Pillow Company" of Minneapolis (p. 26)
- full page ad for Foot Levelers, Inc. (rear cover); features "Your Posture Control Program can be Fortified"

1976 (May/June): **Digest of Chiropractic Economics** [18(6)] includes:



-Monte Greenawalt DC authors "Lumbar intervertebral disk syndrome" (pp. 32-3, 35-6); **photo** of Dr. Greenawalt

1976 (June): **ACA Journal**[13(6)] includes:

- half page ad for "Therapeutic Pillow" offered by "The Pillow Company" of Minneapolis (p. 9)
- full page ad for "Pillo-Pedic" (p. 12); offered by Therapeutic Sleep Products, Inc. (FLI affiliate)
- full page ad for Foot Levelers, Inc. (rear cover); features "Your Posture Control Program can be Fortified"

1976 (July/Aug): **DCE** [19(1)] includes:

- full page ad for Foot Levelers, Inc. (p. 131, inside rear cover)

1976 (Aug): **ACA Journal**[13(8)] includes:

- full page ad for "Pillo-Pedic" (p. 52); offered by Therapeutic Sleep Products, Inc. (FLI affiliate)
- full page ad for Foot Levelers, Inc. (rear cover); features "Your Posture Control Program can be Fortified"

1976 (Sept): **ACA Journal**[13(9)] includes:

- full page ad for "Pillo-Pedic" (p. 7); offered by Therapeutic Sleep Products, Inc. (FLI affiliate)
- half page ad for "Therapeutic Pillow" offered by "The Pillow Company" of Minneapolis (p. 32)
- full page ad for Foot Levelers, Inc. (rear cover); features "Your Posture Control Program can be Fortified"

1976 (Sept/Oct): **Digest of Chiropractic Economics** [19(2)] includes:

- Monte Greenawalt DC authors "Arthritis" (pp. 18-9); includes **photo** of Dr. Greenawalt

#### PHOTOGRAPH



Standing left to right: Bill Brown of PSPS; Major Bertrand DeJarnette, D.O., D.C.; John Thie, D.C.; Monte Greenawalt, D.C.; David Walther, D.C.; J. Clay Thompson, D.C.; Lamar Rosquist, D.C.; George J. Goodheart, D.C.; Glenn Stillwagon, D.C.; Karl Parker, D.C. Seated on chairs, left to right: Arlan W. Fuhr, D.C.; Linus Pauling, Ph.D.; seated on floor, left to right: David Denton, D.C.; Russ Erhardt, D.C., D.A.C.B.R.; circa 1976

1976 (Oct): **ACA Journal**[13(10)] includes:

- full page ad for "Pillo-Pedic" (p. 12); offered by Therapeutic Sleep Products, Inc. (FLI affiliate)
- half page ad for "Therapeutic Pillow" offered by "The Pillow Company" of Minneapolis (p. 57)
- full page ad for Foot Levelers, Inc. (rear cover); features "Your Posture Control Program can be Fortified"

1976 (Nov): **ACA Journal**[13(11)] includes:

- full page ad for "Pillo-Pedic" (p. 49); offered by Therapeutic Sleep Products, Inc. (FLI affiliate)
- half page ad for "Therapeutic Pillow" offered by "The Pillow Company" of Minneapolis (p. 58)
- full page ad for Foot Levelers, Inc. (rear cover); features "Your Posture Control Program can be Fortified"

1976 (Nov/Dec): **DCE** [19(3)] includes:

- Monte Greenawalt DC authors "Ferguson's angle and Ferguson's perpendicular" (p. 50)
- full page ad for Foot Levelers, Inc. (p. 131, inside rear cover)

1977 (Jan): **ACA Journal**[14(1)] includes:

- full page ad for "Pillo-Pedic" (p. 10); offered by Therapeutic Sleep Products, Inc. (FLI affiliate)
- half page ad for "Therapeutic Pillow" offered by "The Pillow Company" of Minneapolis (p. 42)
- full page ad for Foot Levelers, Inc. (rear cover); features "Your Posture Control Program can be Fortified"

1977 (Jan/Feb): **DCE** [19(4)] includes:

- full page ad for Foot Levelers, Inc. (rear cover)

1977 (Feb): **ACA Journal**[14(2)] includes:

- half page ad for "Therapeutic Pillow" offered by "The Pillow Company" of Minneapolis (p. 10)
- full page ad for "Pillo-Pedic" (p. 67; inside rear cover); offered by Therapeutic Sleep Products, Inc. (FLI affiliate)
- full page ad for Foot Levelers, Inc. (rear cover); features "Your Posture Control Program can be Fortified"

1977 (Mar/Apr): **Digest of Chiropractic Economics** [19(5)] includes:

- Monte Greenawalt DC authors "The cervical disk syndrome" (pp. 28-30, 92-4)
- full page ad for Foot Levelers, Inc. (rear cover)

1977 (Apr): **ACA Journal**[14(4)] includes:

- half page ad for "Therapeutic Pillow" offered by "The Pillow Company" of Minneapolis (p. 24)
- full page ad for "Pillo-Pedic" (p. 75; inside rear cover); offered by Therapeutic Sleep Products, Inc. (FLI affiliate)
- full page ad for Foot Levelers, Inc. (rear cover); features "Your Posture Control Program can be Fortified"

1977 (May): **ACA Journal**[14(5)] includes:

- full page ad for "Pillo-Pedic" (p. 10); offered by Therapeutic Sleep Products, Inc. (FLI affiliate)

- ad for Posture Support Manufacturers, Inc.'s "Occiput Cervical Pillow" (p. 36)
- half page ad for "Therapeutic Pillow" offered by "The Pillow Company" of Minneapolis (p. 56)
- full page ad for Foot Levelers, Inc. (rear cover); features "Your Posture Control Program can be Fortified"

1977 (May/June): **DCE** [19(6)] includes:

- full page ad for Foot Levelers, Inc. (rear cover)

1977 (June): **ACA Journal** [14(6)] includes:

- half page ad for "Therapeutic Pillow" offered by "The Pillow Company" of Minneapolis (p. 18)
- full page ad for "Pillo-Pedic" (p. 75; inside rear cover); offered by Therapeutic Sleep Products, Inc. (FLI affiliate)
- full page ad for Foot Levelers, Inc. (rear cover); features "Your Posture Control Program can be Fortified"

1977 (July): **ACA Journal** [14(7)] includes:

- half page ad for "Therapeutic Pillow" offered by "The Pillow Company" of Minneapolis (p. 18)
- ad for Posture Support Manufacturers, Inc.'s "Occiput Cervical Pillow" (p. 19)
- full page ad for "Pillo-Pedic" (p. 48); offered by Therapeutic Sleep Products, Inc. (FLI affiliate)
- full page ad for Foot Levelers, Inc. (rear cover); features "Your Posture Control Program can be Fortified"

1977 (July/Aug): **DCE** [20(1)] includes:

- full page ad for Foot Levelers, Inc. (rear cover)

1977 (July): first issue of **Success Express** [1(1)] includes:

- photograph of MHG and longtime secretary Virginia Friedlein (p. ):



1977 (Aug): **ACA Journal** [14(8)] includes:

- half page ad for "Therapeutic Pillow" offered by "The Pillow Company" of Minneapolis (p. 55)
- full page ad for Foot Levelers, Inc. (rear cover); features "Your Posture Control Program can be Fortified"

1977 (Sept): **ACA Journal** [14(9)] includes:

- half page ad for "Therapeutic Pillow" offered by "The Pillow Company" of Minneapolis (p. 10)
- full page ad for "Pillo-Pedic" (p. 62); offered by Therapeutic Sleep Products, Inc. (FLI affiliate); features "The Traction Device That Looks Like a Pillow"
- full page ad for Foot Levelers, Inc. (rear cover); features "Your Posture Control Program can be Fortified"

1977 (Oct): **ACA Journal** [14(10)] includes:

- full page ad for "Pillo-Pedic" (p. 7); offered by Therapeutic Sleep Products, Inc. (FLI affiliate); features "The Traction Device That Looks Like a Pillow"
- half page ad for "Therapeutic Pillow" offered by "The Pillow Company" of Minneapolis (p. 14)
- full page ad for Foot Levelers, Inc. (rear cover); features "Your Posture Control Program can be Fortified"

1977 (Nov): **ACA Journal** [14(11)] includes:

- full page ad for "Pillo-Pedic" (p. 7); offered by Therapeutic Sleep Products, Inc. (FLI affiliate); features "The Traction Device That Looks Like a Pillow"
- full page ad for Foot Levelers, Inc. (rear cover); features "Your Posture Control Program can be Fortified"

1977 (Dec): **ACA Journal** [14(12)] includes:

- half page ad for "Therapeutic Pillow" offered by "The Pillow Company" of Minneapolis (p. 30)
- full page ad for "Pillo-Pedic" (p. 74; inside rear cover); offered by Therapeutic Sleep Products, Inc. (FLI affiliate); features "Here's how Pillo-Pedic Works"
- full page ad for Foot Levelers, Inc. (rear cover); features "Over 1,000,000 patients can testify that Spinal-Pelvic Stabilizers help their adjustments hold better"

1978 (Jan): **ACA Journal** [15(1)] includes:

1978 (Jan/Feb): **DCE** [20(4)] includes:

- full page ad for Foot Levelers, Inc. (rear cover)

1978 (Mar/Apr): **DCE** [20(5)] includes:

- full page ad for Foot Levelers, Inc. (rear cover)

1978 (May/June): **DCE** [20(6)] includes:

- full page ad for Foot Levelers, Inc. (rear cover)

1978 (July/Aug): **DCE** [21(1)] includes:

- full page ad for Foot Levelers, Inc. (rear cover)

1978 (Sept/Oct): **DCE** [21(2)] includes:

- full page ad for Foot Levelers, Inc. (rear cover)

1978 (Nov/Dec): **DCE** [21(3)] includes:  
-full page ad for Foot Levelers, Inc. (rear cover)

1979 (Jan/Feb): **DCE** [21(4)] includes:  
-full page ad for Foot Levelers, Inc. (rear cover)

1979 (Mar/Apr): **DCE** [21(5)] includes:  
-full page ad for Foot Levelers, Inc. (rear cover)

1979 (May/June): **DCE** [21(6)] includes:  
-full page ad for Foot Levelers, Inc. (rear cover)

1979 (July/Aug): **DCE** [22(1)] includes:  
-full page ad for Foot Levelers, Inc. (rear cover)

1979 (Sept/Oct): **DCE** [22(2)] includes:  
-full page ad for Foot Levelers, Inc. (rear cover)

1979 (Nov/Dec): **DCE** [22(3)] includes:  
-full page ad for Foot Levelers, Inc. (rear cover)

1980 (Jan/Feb): **DCE** [22(4)] includes:  
-full page ad for Foot Levelers, Inc. (rear cover)

1980 (Mar/Apr): **DCE** [22(5)] includes:  
-full page ad for Foot Levelers, Inc. (rear cover)

1980 (May/June): **DCE** [22(6)] includes:  
-full page ad for Foot Levelers, Inc. (rear cover)

1980 (July/Aug): **DCE** [23(1)] includes:  
-Kent S. Greenawalt authors "Denver athletic injury seminar is huge success" (p. 113); several **photos**  
-full page ad for Foot Levelers, Inc. (rear cover)

1980 (Sept/Oct): **DCE** [23(2)] includes:  
-full page ad for Foot Levelers, Inc. (rear cover)

1980 (Oct 22): letter on stationery of American Podiatry Association from Norman Klombers DPM, Acting Executive Director, to Louis O. Gearhart DC, executive director of ACA at 2200 Grand Avenue Des Moines (FLI Archives):

Dear Dr. Gearhart:

Prompted by the literature and commercial ads generated by Foot Levelers, Inc., I am making inquiry about the scope of chiropractic practice in the United States.

Specifically, do the respective state statutes permit the management of poor foot mechanics by means of orthotics prescribed and or dispensed by chiropractors.

In previous discussions with members of the leadership of the chiropractic profession, it was acknowledged that the only acceptable chiropractic application and utilization of foot orthotics for pelvic stabilization, spinal distortion, or muscle imbalance was the use of an appliance which would compensate for asymmetry in limb lengths.

I would appreciate receiving your comments on the above inquiry and on the contents of the enclosed materials.

Sincerely yours,...

cc: Mr. Werner Strupp

1980 (Oct 22): letter on ACA stationery from Louis O. Gearhart DC, executive director of ACA to Norman Klombers DPM, Acting Executive Director of the American Podiatry Association (FLI Archives):

Dear Dr. Klombers:

In response to your inquiry, chiropractic state statutes are silent on the management of poor foot mechanics by use of orthotics.

I am not personally acquainted with the use of the procedure outlined in the material you enclosed and will not comment nor does ACA have any policy approving or disapproving of such procedures.

Perhaps more response to your questions could be obtained by writing Dr. Ronald C. Evans, 7405 University, Des Moines, Iowa 50311, secretary of the ACA Council on Orthopedics.

Sincerely,...

LOG/de

1980 (Nov 6): letter on stationery of American Podiatry Association from Norman Klombers DPM, Acting Executive Director, to Ronald C. Evans DC, secretary of ACA council on Orthopedics (FLI Archives):

Dear Dr. Evans:

Copies of my recent correspondence to Dr. Gearhart and his response are enclosed.

Your review and comment on the inquiry posed in my original letter would be most helpful. Can you also provide, in abstract form, statutory definitions of Chiropractic, as practiced in the 50 states?

With appreciation for your attention, I am,

Sincerely yours,...

1980 (Nov): **ACA Journal** [17(11)] includes:  
-full page ad for Foot Levelers, Inc. (rear cover)

1980 (Nov/Dec): **DCE** [23(3)] includes:  
-full page ad for Foot Levelers, Inc. (rear cover)

1980 (Dec 5): letter on stationery of ACA Council on Orthopedics from Ronald C. Evans DC, DABCO, Council secretary, to Norman Klombers DPM, Acting Executive Director of American Podiatry Association (FLI Archives):

RE: Foot Orthotics

Dear Doctor Klombers:

I thank you for your inquiry of November 6 and shall try to be helpful with my responses.

The Foot Levelers, Inc. advertising enclosed with your correspondence to Dr. Gearhart, indeed appears in many of the professional publications familiar to us. I must categorically state however that Foot Levelers is not the sole source of foot orthotics available to the Doctor of Chiropractic.

Whereas the Doctor of Chiropractic is recognized in all states as a primary health care provider, as well as a portal of entry into the health care system, professional concerns are not focused exclusively on spinal problems, but rather on the total well-being of our patients. Should this broad spectrum of diagnostics reveal musculoskeletal dysfunction of the pedal foundation, thus

affecting the whole man, the professional philosophy will mandate our attention to that pedal function. This conservative approach may require our use of foot orthotics or the referral of our patient to a colleague Doctor of Podiatry.

Our state professional statutes do not restrict the uses of any orthotic devices for the Chiropractic profession, therefore as primary health care providers the use of foot orthotics will fall within our purview [sic] as well as within that of the Doctor of Podiatry.

The Chiropractic professionals have always enjoyed a good working relationship with the Doctor of Podiatry and have found that through consultation and concerted efforts our patients have been benefited by our mutual professions. We trust that this relationship may continue undisturbed.

Sincerely,...

cc: File; ACA; Exec. Comm.

1980 (Dec): *ACA Journal*[17(12)] includes:

-full page ad for Foot Levelers, Inc. (rear cover)

1981 (Feb 26): letter on stationery of ACA Council on Orthopedics from Philip B. Poole DC, DABCO, VP of ACA Council on Orthopedics, to MHG (FLI Archives):

Dear Doctor Greenawalt:

I am writing this letter, in the hope that, because of your years of involvement and for our profession, a potential problem which is surfacing may be alleviated.

I am copying correspondence, which will be helpful, in aiding your understanding of the situation.

On October 22, 1980, a letter to Dr. Gearhart, from the acting Executive Director of the American Podiatry Association, questions the "legal" use of orthotics by our profession. The thrust of the letter is in paragraph two and the emphasis laid on "management of poor foot mechanics."

Paragraph three I feel more clearly states our position in the use of orthotics.

On October 30, a letter from Dr. Gearhart answers Dr. Klombers with a statement from A.C.A. and a suggestion that Dr. Evans, Secretary of the Council on Orthopedics, be contacted for further information.

November 6th 1980, a request from Dr. Klombers to Dr. Evans; followed December 5th, by a letter responding to Dr. Klombers inquiry from Dr. Evans.

The full Executive Board, of the Council on Orthopedics, was made aware of this correspondence at the A.C.A. mid winter meeting, in Phoenix this January and the report was received.

Some five days following the Phoenix meeting, I received a call from Dr. Joseph Addante a member of the board of trustees of the American Podiatry Association, who suggested a meeting to see whether between us, we could pour oil on troubled waters. I have known Dr. Addante for some twenty years and respect him from both a personal, as well as, a professional standpoint. His practice is in a neighboring city.

I called Dr. Carl Nixon, president of the Council on Orthopedics, relaying the above information, and he agreed to my meeting with Dr. Addante.

On February 13th, I met with Dr. Addante and discussed the preceding [sic] events.

The discussion was congenial, with agreement that the problem had come to light, because of the excessive claims and actions of a

few chiropractors. We agreed that correction of foot problems unrelated to spinal pelvic factors was seldom a concern of the vast majority of chiropractors. I did indicate that a small number of chiropractors with specialty credentials, in the Council on Chiropractic Orthopedics, might on occasion involve themselves with foot problems, but that because of their advanced training in orthopedics would certainly be aware that the podiatrist would be the referral of choice in most cases.

Dr. Addante made the statement that the concern, from their standpoint, was that "someone was trying to move onto their turf." I am sure we would have the same response if the podiatrist were to include the knee and pelvic structures, as part of their concern, and area of treatment, and so advertise.

I have read and reread your advertising, and feel the copy puts the emphasis on correction of spinal pelvic problems, with a subtle implication of correction of foot problems.

We certainly cannot suggest the advertising copy so long as it is truthful and factual which I feel it is, there is, however, a faint hint of confusion running through it, which is causing this negative response from the A.P.A.

Dr. Addante assured me that the questions have arisen only at the executive board level, and that the general membership has not been appraised of the situation.

The next board of trustees meeting of the A.P.A. is in June. It is hoped, that before that time, a position paper can be written, which will alleviate their concern, and allow a continuance of the excellent relationship our two professions have experienced in the past.

It is with the hope that you will be of assistance in composing this position paper that I am writing you.

Awaiting your response.

Sincerely,...

1981 (Jan/Feb): *DCE* [23(4)] includes:

-full page ad for Foot Levelers, Inc. (rear cover)

1981 (Jan): *ACA Journal*[18(1)] includes:

-full page ad for Foot Levelers (rear cover)

1981 (Mar 10): letter on FLI stationery from MHG to Philip B. Poole DC, DABCO, VP of ACA Council on Orthopedics (FLI Archives):

Dear Doctor Poole:

It was indeed a pleasure to speak with you this afternoon, and this letter is in response to your letter of February 26th, 1981.

"Dr. Addante made the statement that the concern, from their standpoint, was that "someone was trying to move onto their turf." I am sure we would have the same response if the podiatrist were to include the knee and pelvic structures, as part of their concern, and area of treatment, and so advertise."

Doctor Poole, the **podiatrists are dealing with the knee, pelvis, and spine and so advertise**. There are seminars and publications in abundance that teach care and management of the lower extremities and back problems through foot correction. It is a fact that our body is a group of integrated and inter-related components that are not separable. The well disciplined Doctor of Chiropractic must view the patient as a whole and not just parts. We have been in the business of serving the chiropractic profession for twenty-eight years. The podiatrist uses orthotics in the

treatment of foot problems. It is a fact that changes in the pedal foundation make serial changes up the lower extremity into the pelvis and up the spine to the occiput. We should be concerned the podiatrist invading the field of chiropractic because of these changes. It should be mandatory for the podiatrist to design all their orthotics in such manner that these serial changes do not take place above the ankle.

**The chiropractor does not treat feet as feet.** He is not endeavoring to become a podiatrist. He does not treat foot problems as an isolated problem. The chiropractor is concerned with the feet as the foundation for the body, and body balance is our business. The vast majority of chiropractic patients receiving Spinal Pelvic Stabilizers have no apparent foot problems causing pain or discomfort. These patients would not seek the services of a podiatrist.

I suggest that the podiatrist take care of the multitudes who need his services. Most chiropractors make many referrals to the podiatrist when needed. It would be to the patients benefit if the podiatrist would make referrals to the chiropractor when the patient exhibits back and lower extremity problems. There are more than enough patients to warrant both professions working together for the welfare of the patient.

Sincerely,...

vf:MHG

1981 (May/June): **DCE** [23(6)] includes:

-full page ad for Foot Levelers, Inc. (rear cover)

1981 (July/Aug): **DCE** [24(1)] includes:

-full page ad for Foot Levelers, Inc. (rear cover)

1981 (Sept/Oct): **DCE** [24(2)] includes:

-full page ad for Foot Levelers, Inc. (rear cover)

1982 (Jan/Feb): **DCE** [24(4)] includes:

-full page ad for Foot Levelers, Inc. (rear cover)

1982 (Mar/Apr): **DCE** [24(5)] includes:

-full page ad for Foot Levelers, Inc. (rear cover)

1982 (May/June): **DCE** [24(6)] includes:

-full page ad for Foot Levelers, Inc. (rear cover)

1982 (July/Aug): **DCE** [25(1)] includes:

-half page ad for Natural Arch "foot corrector" arch supports (p. 103)

1982 (Sept/Oct): **DCE** [25(2)] includes:

-full page ad for Foot Levelers, Inc. (rear cover)

1982 (Nov/Dec): **DCE** [25(3)] includes:

-Monte Greenawalt DC authors "Important...routine examination of the feet" (pp. 30, 33, 126-7)

-full page ad for Foot Levelers, Inc. (rear cover)

1982: Monte Greenawalt DC moves to Las Vegas (Greenawalt, 2001)

1983 (Jan/Feb): **DCE** [25(4)] includes:

-full page ad for Foot Levelers, Inc. (rear cover)

1983 (Mar/Apr): **DCE** [25(5)] includes:

-full page ad for Foot Levelers, Inc. (p. 37)

1983 (May/June): **DCE** [25(6)] includes:

-full page ad for Foot Levelers, Inc. (rear cover)

1983 (July/Aug): **DCE** [26(1)] includes:

-full page ad for Foot Levelers, Inc. (rear cover)

1983 (Sept/Oct): **DCE** [26(2)] includes:

-full page ad for Foot Levelers, Inc. (rear cover)

1983 (Nov 15): Academy of Chiropractic Orthopedics of the Council on Chiropractic Orthopedics of ACA awards Monte Greenawalt fellowship in the Academy of Chiropractic Orthopedists (FACO); certificate No. 958 signed by Allen R. Steingisse DC, Leone E. Toon DC, Leonard J. Savage DC and Ronald C. Evans DC (FLI Archives)

1984 (Jan/Feb): **DCE** [26(4)] includes:

-full page ad for Foot Levelers, Inc. (rear cover)

1984 (May/June): **Digest of Chiropractic Economics** [26(6)] includes:

-Monte Greenawalt DC authors "Adjunctive help for the cervical spine" (pp. 56, 58, 60-1)

-full page ad for Foot Levelers, Inc. (rear cover)

1984 (July/Aug): **DCE** [27(1)] includes:

-full page ad for Foot Levelers, Inc. (rear cover)

1984 (Sept/Oct): **DCE** [27(2)] includes:

-full page ad for Foot Levelers, Inc. (rear cover)

Chair for research announced. *Success Express* 1985 (Spr); 9(2): 59

1985 (May/June): **DCE** [27(6)] includes:

-Monte Greenawalt DC authors "Effects of trauma upon the joints of the cervical spine" (pp. 43-4); includes photographs:



Dr. Greenawalt demonstrates physical examinations

-full page ad for Foot Levelers, Inc. (rear cover)

1985 (July/Aug): **Digest of Chiropractic Economics** [28(1)] includes:

-full page ad for Foot Levelers, Inc. (rear cover); new ad features "spinal/pelvic stabilizers"

1985 (Sept/Oct): **DCE** [28(2)] includes:

-Monte Greenawalt DC authors "Who are you? You are the posture specialist" (pp. 40, 42-3):

You are the chiropractor and your primary effort is to correct the postural attitude of the patient. Your goal is the reduction and correction of subluxations resulting in improved bodily function.

Your adjustments will hold longer and your patient will recover quicker when the postural attitude is corrected. The body is a group of integrated and interrelated components that are not separable. In view of this fact: **Body Mechanics and Understanding Thereof is of Paramount Importance.** Therefore, your examination must address the Standing, Sitting and Reclining postural attitude of the patient.

You take X rays and study them carefully. You find subluxations and plan your adjusting procedure. You make orthopedic and neurological examination. You give the patient a good physical examination. You are capable of giving a good chiropractic adjustment. Now ask the question: Why doesn't my adjustment hold?

How many times have you checked patient leg length and found one leg short? How many times have you given an adjustment and corrected the leg length deficiency? How many times does the patient return with the corrected leg deficiency once again deficient? Have you ever asked yourself why? What about the patient with subluxations in the cervical spine, dorsal spine, lumbar spine and pelvis who must return again and again for correction of the subluxations that you corrected on the previous visit. Didn't your adjustment make the correction? If you made the correction, which didn't it hold?

**Searching for the answer to the above questions resulted in the development of orthopedic appliances, cervical support systems, a rehabilitative exercise unit and all the other products by Foot Levelers, Inc. and Therapeutic Products.** They are not the complete answer to all your challenges the patient presents, but they are a beneficial adjunct when used in conjunction with your patient management program. We at Foot Levelers, Inc. and Therapeutic Products are **Posture Specialists**, who can help you and your patients.

You may question: Who are you, what are you and how do you fit into the Chiropractic profession? Why should I listen to you, how can you help my patients and are you just another salesman? Answer!

In 1948 I started practicing just as other chiropractors. After three years in practice, three associates had joined the Greenawalt Chiropractic Clinic and we were seeing 250 patients per day. We did no advertising, the practice resulted from satisfied patients who referred friends and family. Gradually there was a waiting list of 50 to 60 people desiring the services the Greenawalt Clinic offered. Proper care and management of a patient requires time and no one can work 24 hours a day, therefore, the waiting list came into existence. It was discouraging to see the waiting list and not be able to serve those people in need of Chiropractic care.

We had patients that did not hold their adjustments, therefore, they could not be dismissed except for re-examination or maintenance care. The fact that the patient's adjustment did not hold as well as desired was frustrating and challenging. Why, Why, Why didn't the adjustments hold? I was a good adjuster. This was a question that seemed to have a very evasive answer.

We had patients hospitalized on the third floor of a hospital. The third floor was devoted to Chiropractic patients, and those patients recovered faster and held their adjustments longer than the regular outpatient. Bed rest and monitored supervision of the

patient activities had a very positive influence on their recovery time.

It soon became apparent that the upright posture had an adverse influence on the holding power of the adjustment. Why? What did the gravitational stress have to do with the postural attitude. Hadn't God made man to walk erect? God did make man to walk erect, but what has man done to himself to disrupt this plan?

I have always felt that a good doctor and a detective have a lot in common. One must find clues and put them all together before you can come up with a solution. To look and see is important and I started to take a more careful look at the patient. I had always thought finding the subluxation was all important, give a good adjustment and correct it and everything would take care of itself. There had to be more to it than that because my adjustments weren't holding. Putting together the fact that the patients were better off reclining than standing prompted closer attention to the standing posture...

-full page ad for Foot Levelers, Inc. (rear cover); new ad

1985 (Nov/Dec): **DCE**[28(3)] includes:

-full page ad for Foot Levelers, Inc. (rear cover)

1985: FLI donates \$250K to NWCC (Mertz, 2001)

1986 (Jan/Feb): **DCE**[28(4)] includes:

-"Lady Levelers" (pp. 6-7):

Foot Levelers, Inc., Dubuque, IA, has introduced a new concept in flexible orthotics for women's fashion shoes. Lady Levelers were carefully designed and tested over many months to meet the challenge of the great variety of women's shoes, fulfilling the need for therapeutic comfort when pumps, sling-backs, clogs and sandals are worn.

The Lady Levelers have a special fastening system which securely holds them in place in the shoes, but are easily changed from one pair to another. They come in a convenient carrying case which includes fasteners for six pairs of fashionable shoes.

The new orthotic joins the popular **Spinal Pelvic Stabilizers and Power Soles which have been used for nearly 34 years.** The Lady Levelers feature the same high quality materials and construction as its predecessors.

According to Kent S. Greenawalt, vice-president and general manager of Foot Levelers, Inc., "We knew from various studies and reports that more women than ever before are actively pursuing career goals. It was only logical to devise a special orthotic which could be easily worn in the wide range of shoe styles enjoyed by fashion-conscious women. After months of experimentation, the Lady Levelers resulted."

"Because so many of those who tried our Lady Levelers asked about orthotics for their casual or recreational shoes, we decided to offer the Lady Levelers Combo: one pair of the Lady Levelers for dress shoes and one pair of Power Soles Plus for casual shoes. The response from doctors in the field has been singularly outstanding. The orders just keep rolling in for our Combo offer available at a savings which many doctors pass along to their patients."

Foot Levelers, Inc., founded by M.H. Greenawalt, DC, DABCO, is located at 1901 Rockdale Road, Dubuque, IA 52004-0272.

-full page ad for Foot Levelers, Inc. (rear cover)

1986 (Mar/Apr): **DCE**[28(5)] includes:

-full page ad for Foot Levelers, Inc. (rear cover) features "The Foot Levelers Family of Custom Orthotics"

1986 (May/June): **DCE**[28(6)] includes:

-full page ad for Foot Levelers, Inc. (rear cover) features "The Foot Levelers Family of Custom Orthotics"

1986 (July/Aug): **DCE**[29(1)] includes:

-full page ad for Foot Levelers, Inc. (rear cover) features "The Foot Levelers Family of Custom Orthotics"

1986 (Sept/Oct): **DCE**[29(2)] includes:

-full page ad for Foot Levelers, Inc. (rear cover) features "The Foot Levelers Family of Custom Orthotics"

1986 (Fall): **Success Express** [10(4)] includes:

-Kent S. Greenawalt authors "From the Editor..." (p. 2)

-Monte H. Greenawalt DC authors "Where do we stand?" (pp. 5-11)

-"The Chiropractic Industrial Consultant Certificate Program, Presented by Northwestern College of Chiropractic" (p. 14)

-E.L. Cowder DC authors "V.I.G.Y. 'Very Important Golden Years'" (pp. 15-21); includes **photo** of Dr. Crowder

-Kim Christensen DC authors "Sports chiropractic application of power soles plus" (pp. 24-31); includes **photo** of Dr. Christensen

-"Chiropractic support through seminars" (p. 32):

As a means of support and involvement with the chiropractic profession, we at Foot Levelers want to help state associations with programs for conventions, license renewal programs and special educational fund raising events.

We believe strongly in providing services which are beneficial to chiropractic. A part of that responsibility lies in education. We have a variety of programs available. Each is presented with state of the arts materials for clear and concise understanding.

Programs which are available include:

Clinical Chiropractic Biomechanics.

Extremity Adjusting and Techniques.

Chiropractic Orthopedics.

Chiropractic Detection, Management and Care of Postural Deficits and others.

Whether for a state convention or a fund raising "special," you can count on Foot Levelers. If you are in charge of planning programs for your state organization and you want information, simply mail the coupon below or call Kent S. Greenawalt, Chairman, Educational Division, at 1-800-553-4860.

-"Doctor makes grant to college" (p. 33):

Whittier, CA – Monte H. Greenawalt, D.C., president of Foot Levelers, Inc. and publisher of "Success Express" has established a partial research endowment at Los Angeles College of Chiropractic in support of continuing research efforts at the college and throughout the chiropractic profession.

The Monte H. Greenawalt Fellowship in Chiropractic Research will further LACC's existing research program spearheaded by Dr. Reed Phillips, Director of Research. Among many on-going projects is a study of low back pain in

collaboration with the Pacific Consortium for Chiropractic Research. LACC's research team has also worked in conjunction with the University of Toronto Medical School and has planned a cooperative study with the University of California in Los Angeles.

The recent endowment will also assist LACC's Research Department in future research grant funding proposals.

#### PHOTOGRAPH



Dr. Monte H. Greenawalt, left, personally delivers a donation to LACC President Dr. E. Maylon Drake and Dr. Reed Phillips, Director of Research.

-Scott Donkin DC authors "The nature of sitting" (pp. 35-40); includes photo of Dr. Donkin

-Edward L. Maurer, D.C., D.A.C.B.R. authors "Can an osteophyte kill?" (pp. 43-8)

-"Chiropractic Fact Sheet 1986" submitted by Stockton Foundation for Chiropractic Research" (p. 50)

-JCK authors "Watkins on chiropractic unity" (pp. 53-6)

1986 (Nov/Dec): **DCE**[29(3)] includes:

-full page ad for Foot Levelers, Inc. (rear cover) features "The Foot Levelers Family of Custom Orthotics"

1987 (Jan/Feb): **DCE**[29(4)] includes:

-full page ad for Foot Levelers, Inc. (rear cover) features "The Foot Levelers Family of Custom Orthotics"

1987 (Spr): **Success Express** [11(1)] includes:

-Kent S. Greenawalt authors "From the Editor..." (p. 2); notes his uncle, Tom Greenawalt, is a chiropractor

-Monte H. Greenawalt D.C., D.A.B.C.O. authors "The foot, gait and chiropractic" (pp. 5-6, 8-10, 12-3, 15)

-ad for Therapeutic Products, a division of FLI, promoting "Introducing postural back rests" (p. 7)

-Joseph R. Schmitt, president of a management consulting firm near St. Louis, authors "Leaping the pitfalls of success" (pp. 17-8, 20-22); photo of author

-Scott W. Donkin, D.C. authors "Fitting sitting" (pp. 24-6, 28-30)

-"The importance of weight-bearing casting" (pp. 31-4, 35)

-Edward L. Maurer, D.C., D.A.C.B.R. authors "The necessity for documentation of clinical need" (pp. 37-40)

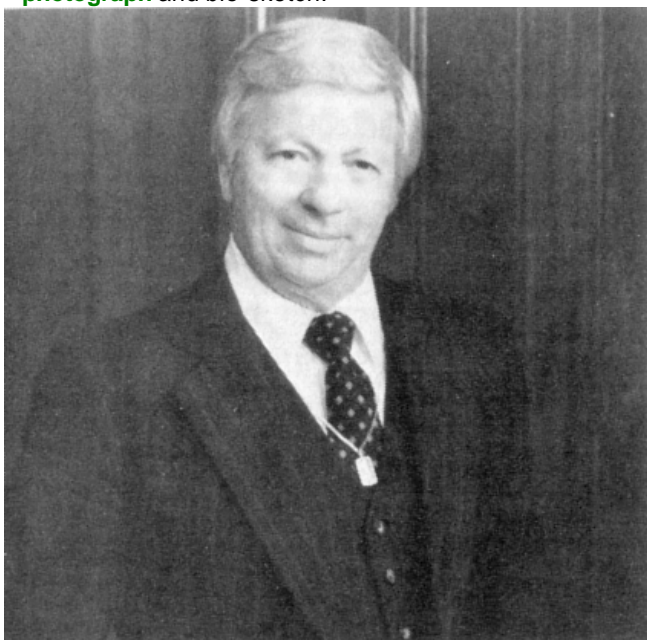
- John Palo D.C., D.A.B.C.O. authors "Injured athletes know these terms: do you?" (pp. 42-5, 47-51); photo of author
- William Tickel, D.C. authors "Whatever happened to chiropractic?" (pp. 54-7); photos of author
- reprint of C.O. Watkins, D.C.'s 1967 paper for ACA Committee on Research, "Living on borrowed time" (pp. 60-1)

1987 (May/June): **DCE**[29(6)] includes:

- full page ad for Foot Levelers, Inc. (rear cover) features "A breakthrough in learning technique"

1987 (July/Aug): **DCE**[30(1)] includes:

- Monte Greenawalt DC, DABCO authors "The fearless leader – you" (pp. 34, 36,-8); promotes "Pillo-Pedic," "Postural Back Rest (PBR)," "Spinal Pelvic Stabilizer," "Power Soles," and "Thera-Ciser Therapeutic Exercise System"; includes **photograph** and bio-sketch:



ABOUT THE AUTHOR

Monte H. Greenawalt, DC, graduated from Lincoln Chiropractic College in 1948. He received postgraduate training at Northwestern College of Chiropractic in the field of orthopedics resulting in the degree of Fellow chiropractic Orthopedist. He is a member of the American College of Chiropractic Orthopedists.

President of Foot Levelers, Inc., Dubuque, IA, he has authored many articles for national chiropractic publications. Dr. Greenawalt writes regularly for his own **Success Express** magazine and also sends a monthly newsletter, Orthopedic Notes, to the chiropractic profession.

A nationally known speaker to chiropractic groups and organizations, Dr. Greenawalt has served as a post-graduate instructor of orthopedics for National College of Chiropractic and Northwestern College of Chiropractic. He also lectures extensively to groups of doctors seeking chiropractic licensure renewal.

- "Books in review: **Spinal Pelvic Stabilization** by Monte Greenawalt, DC, DABCO" (p. 56):

The **Third Edition** of **Spinal Pelvic Stabilization** by Monte H. Greenawalt, DC, DABCO, has been published. Dr. Greenawalt, president of Foot Levelers, Inc. and Therapeutic Products, is a Diplomate Chiropractic Orthopedist, inventor, lecturer and recognized authority on foot and spinal biomechanics.

**Spinal Pelvic Stabilization** has been extensively rewritten, incorporating the latest research in pedal biomechanics, orthotic support and manual adjustments. Every chapter has been illustrated with new line drawings and graphics. Chapter format has been revised and clarified; new sections on "Biomechanics and Research," "Practical Information," and "Thera-Ciser™ for the Foot and Ankle" have either been added or updated.

**Spinal Pelvic Stabilization** may be purchased from Foot Levelers, Inc. For further information, call toll-free: (800) 553-4860; in Iowa, Alaska and Canada, call collect: (319) 556-6733.

- full page ad for Foot Levelers, Inc. (rear cover) features "A breakthrough in learning technique"

1987 (Sept/Oct): **Digest of Chiropractic Economics** [30(2)] includes:

- full page ad for Foot Levelers, Inc. (rear cover) features "A breakthrough in learning technique"

1987 (Nov/Dec): **DCE**[30(3)] includes:

- full page ad for Foot Levelers, Inc. (rear cover) features "A breakthrough in learning technique"

1988 (Jan/Feb): **DCE**[30(4)] includes:

- full page ad for Foot Levelers, Inc. (rear cover) features "A breakthrough in learning technique"

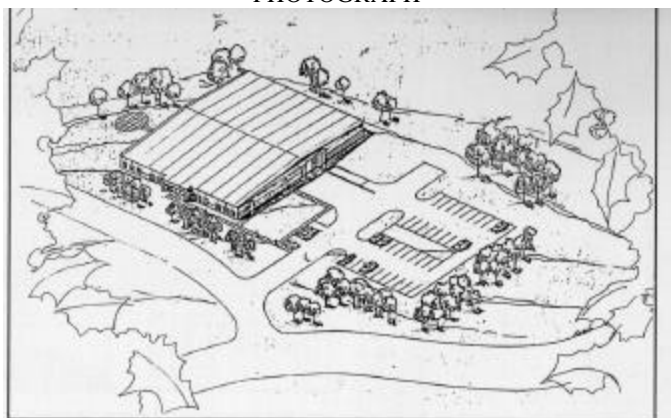
1988 (Mar/Apr): **DCE**[30(5)] includes:

- "Adjuncts: D.L.S. Corporation introduces USPride Footwear" (p. 12)
- full page ad for Foot Levelers, Inc. (rear cover) features "A breakthrough in learning technique"

1988 (Spr): **Success Express** [12(1)] includes:

- Kent S. Greenawalt authors "From the Editor..." (p. 2); includes sketch of new facility in Roanoke VA (p. 2):

PHOTOGRAPH



Dear Doctor:

Greetings from Virginia! The above sketch is of our new facility here in Roanoke. Our relocation is complete!



You may receive this SUCCESS EXPRESS postmarked from Dubuque, Iowa; please do not let that confuse you about where we are. Foot Levelers, Inc. has relocated to Virginia, but the company which prints and mails our SUCCESS EXPRESS is still in Dubuque...

- Monte H. Greenawalt D.C., D.A.B.C.O. authors "Programming your mind for success" (pp. 4-10)
- Kim D. Christensen, D.C. authors "Before and after the chiropractic adjustment" (pp. 13-6, 18-22)
- Reed B. Phillips, D.C., Ph.D. authors "A lesson in history: the need for research" (pp. 25-9)
- Joseph R. Schmitt authors "Visibility within your community" (pp. 31-4)
- John R. Riggs III, M.B.A. authors "One-minute management" (pp. 36-40); Riggs is 8<sup>th</sup> term intern at LACC
- Arthur A. Fierro, D.C. authors "Natural low-dose lithium supplementation in manic-depressive disease: a personal viewpoint" (pp. 41-4)
- 3-page promotion for FCER & its periodical, *Advance*; includes **photo** of Steve Wolk, Ph.D., FCER's Director of Research (pp. 45-7)
- full page ad for William Tickel, D.C.'s book, *Down Right! Up Right!* (p. 48)
- Paul Jaskoviak D.C. & Debra Pate, D.C., D.A.C.B.R. author "Tarsal coalition: a common cause of foot pain" (pp. 49-54)
- Hugh A. Gemmell, D.C., M.S. authors "The sacroiliac joint" (pp. 56-9)
- book review: for William Tickel, D.C.'s book, *Down Right! Up Right!* (p. 60)
- full page ad for ACA's *Reader's Digest* promotional insert (p. 61)

1988 (Sept/Oct): **DCE**[31(2)] includes:

- full page ad for Foot Levelers, Inc. (rear cover) features "Support Where You Need It Most"

1988 (Nov/Dec): **DCE**[31(3)] includes:

- full page ad for Foot Levelers, Inc. (rear cover) features "Support Where You Need It Most"

1991 (June 28): "ACA Convention Report" prepared by Linda L. Zange DC, Illinois state delegate to ACA; notes **Kent Greenawalt named ACA's "Humanitarian of the Year"**; full text of Zange's report in my ACA file (FLI Archives):

1993 (Jan/Feb): **DCE**[35(4)] includes:

- full page ad for Foot Levelers, Inc. (rear cover) features "Six Free Pairs of Orthotics"

1993 (Sept 18): **PHOTOGRAPH** of Chiropractic Centennial Foundation Board of Trustees and Advisory Committee (FLI Archives)

- front row, left to right: Donald M. Petersen, Jr., Dr. Marilyn P. Smith, Dr. Kerwin Winkler, Dr. William Holmberg, Dr. Jerilynn Kaibel, Mr. **Kent Greenawalt**, Dr. Rick McMichael, Mr. Stephen D. Eckstone, Dr. Roger Hulsebus.
- back row, left to right: Mr. Juan Nodarse, Dr. Louis P. Latimer, Dr. Michael J. Huslebus, Dr. Carl Cleveland III, Ms.

Glenda Wiese, Dr. Gary Street, Mr. David Chapman-Smith, Mr. Rick Flaherty

1994 (Jan/Feb): **The American Chiropractor** [16(1)] includes:

- "Product: High performance orthotic offers improved shock absorption, comfort" (p. 60):

To meet the needs of the high performance individual whose feet could benefit from orthotic support, Foot Levelers, Inc., of Roanoke, Virginia, introduces FirmFlex Plus™. Like the original FirmFlex™, Firm Flex Plus features the acclaimed StanceGuard™ system that provides firm support from heel contact through mid stance, and flexibility during the propulsion phase of gait.

What makes FirmFlex Plus the ideal orthotic for patients requiring maximum support is its heel pad of Zorbacel™, a lightweight, micro-cellular urethane which provides exceptional comfort, energy absorption and resilience. Zorbacel's cell structure has excellent "memory" and recovery from compression; it retains its original shape, thickness and resilience under normal wear conditions for the life of the orthotic.

Kent Greenawalt, **president** of Foot Levelers, assessed his company's latest product: "FirmFlex Plus is the culmination of many years of research, the goal of which was to create the ultimate orthotic for both intensely active patients and patients whose weight levels put above-average amounts of stress on their feet. The marriage of our unique StanceGuard support system with the Zorbacel shock absorbing system sets our custom-crafted FirmFlex Plus apart from all other orthotic supports in terms of comfort, protection, and support."

FirmFlex Plus comes in both three-quarter and full length styles, and is sold exclusively to licensed health care professionals. For more information on this or any Foot Levelers product, call toll free: 1-800-553-4860 (from Canada: 1-800-344-4860).

1994 (June 9): letter on Cleveland College/KC stationery from Amy L. Buck, Publications Writer, to Kent S. Greenawalt, FLI president in Roanoke VA (FLI Archives):

Dear Mr. Greenawalt:

Enclosed is a copy of the press release and three color photos which were taken during the presentation of your Honorary Doctor of Chiropractic degree. Congratulations on behalf of Cleveland Chiropractic College!

Thank you for your time and consideration. If I can be of further assistance to you in the future, please contact me at (816) 333-8230, ext. 268.

Sincerely,...

- "News Release" from CCC/KC, dated June 1994:

PRESIDENT OF FOOT LEVELERS RECEIVES HONORARY DC DEGREE FROM CLEVELAND-KC

**Kent S. Greenawalt**, president of Foot Levelers, Inc., has been awarded an honorary degree by Cleveland Chiropractic College of Kansas City (CCCKC). The degree of Honorary Doctor of Chiropractic was presented to Greenawalt by Dr. Carl S. Cleveland III, president of CCCKC, during CCCKC's Winter '94 commencement exercises.

Greenawalt is president of Foot Levelers, Inc., an orthotic manufacturing company based in Roanoke, Va., and has been a major benefactor to the chiropractic profession. As the result of **Greenawalt and his company's support, chiropractic colleges have received in excess of \$3 million in the form of direct donations, grants, scholarships, endowments, research awards**

**and educational clinics.** In addition, Greenawalt has been highly active in providing education seminars for practicing doctors of chiropractic throughout the country.

“Cleveland Chiropractic College is proud to confer this honorary degree on Kent Greenawalt,” said Cleveland III. “He has provided substantial support to chiropractic education. At this time, Foot Levelers is taking a leading role as a major contributor to ensure success of the 1995 Chiropractic Centennial Celebration.”

Accepting the degree, Greenawalt responded, “It is a distinct honor to be recognized by this fine institution of learning. Both my father, Dr. Monte Greenawalt, and I have always felt that the future of chiropractic lies with education. This profession has made outstanding progress in the area of education, both in the high level of education offered undergraduates and in the continuing education being offered to practicing chiropractors. Foot Levelers and I, as president of the company, are dedicated to doing everything in our power to help the profession gain the patient recognition and status it deserves.”

Greenawalt has lectured extensively to chiropractic groups, including numerous state associations, on the topic of clinical chiropractic biomechanics. He has also authored numerous articles.

Greenawalt was awarded the American Chiropractic Association (ACA) “Humanitarian of the Year” award in 1991, which is the ACA’s highest honor presented each year to a non-chiropractor. Currently, Greenawalt serves on the Chiropractic Centennial Foundation Advisory Committee and the Sponsorship Endorsements Subcommittee.

1995 (June 5): *Dynamic Chiropractic* [13(12)] includes:

–“Foot Levelers, Inc. – a long-term commitment to chiropractic” (pp. 1, 32):

“**DC**”: Please tell us about Foot Levelers’ commitment to chiropractic.

**Kent Greenawalt:** It has certainly been a long-term commitment. Foot Levelers has been servicing the chiropractic profession for 32 years now and we have always tried to give back to this profession, which has been extremely good to us. Over the years, we have made major efforts to support education at the college level and at the postgraduate level, because we feel that’s the way the profession can continue to grow and reach more people. Research is another area we feel strongly about. We’ve always supported FCER (Foundation for Chiropractic Education and Research) in a variety of research projects to help bring the profession to the highest levels possible.

We’re really proud about being involved in the centennial and excited by the unity which we hope will be achieved.

“**DC**”: Why did Foot Levelers, Inc., decide to become a Platinum Club Crown sponsor?

**Kent Greenawalt:** We thought of this as a once in a lifetime opportunity. We knew we wouldn’t make the second one! We wanted to be as supportive as we could be for a once in a lifetime chance.

We have raised about \$166,000 for the Centennial Foundation. That has been the result of our seminars that we’ve done on behalf of the centennial. The birthday seminars were the very first ones, that was in 1992; then we had what we called the “Countdown to the Centennial” seminars in 1993; in 1994 we had the Countdown ‘94” seminars. We just gave a little over \$50,000 to the Centennial Foundation at the ACC (Assoc. of Chiropractic Colleges) meeting

this year in Las Vegas. We have three seminars left: one in Denver on April 29-30, one in Charlotte on May 6-7, and one in Kansas City June 10-11. Again, the proceeds from these seminars will be divided up among the chiropractic colleges and the Centennial Foundation. We only had four seminars this year instead of the usual seven or eight because we didn’t want to interfere or take away from attendance at the centennial events.

“**DC**”: Now that chiropractic is entering our second century, what do you think the future holds for the chiropractic profession?

**Kent Greenawalt:** I think good things. All of the things we’ve been talking about during these 100 years, the other health care professions are starting to embrace as very worthwhile. The AHCPR guidelines, the research we have done, is all showing how effective and appropriate chiropractic care is, and how it needs to be permanent and high profile: not an option, but a part of health care for all people. I think chiropractic has not scratched the surface. Every trend I can see shows that people are moving in our direction. We’ve evolved and grown, but we really haven’t changed that much. People are coming to realize that what we have to offer is really one of the best health care options. I’m looking internally at things that are happening here, and things couldn’t be better. We’re very optimistic.

“**DC**”: Thank you Mr. Greenawalt and Foot Levelers, Inc. for your support and generous sponsorship.

*Editor’s note:* Foot Levelers is currently sponsoring its “Blastoff 95” seminar series featuring Terry Yochum, DC, DACBR, on x-ray, and William Austin DC, CCSP, on biomechanics and rehabilitation. The seminar revenues will continue to benefit the chiropractic colleges and the Centennial Foundation. For more information, call 1-800-553-4860; from Canada, 1-800-344-4860.

1996: Greenawalt Library dedicated at NWCC (Mertz, 2001)

1997 (Nov/Dec): *JMPT* [20(9)] includes:

–David E. Stude, D.C. (Assoc. Prof., NWCC) and Danielle K. Brink, D.C. author “Effects of nine holes of simulated golf and orthotic intervention on balance and proprioception in experienced golfers” (pp. 590-602); paper acknowledges Foot Levelers, Inc. for “supplying casting materials and laboratory technician assistance for this study”

1998 (Aug): *ICA Review* [54(4)] includes:

–full page ad for FLI features Yochum x-ray (p. 3): “The only place in the world where two feet equals about half an inch.”

– full page ad for FLI features (p. 18):

Research proves that Foot Levelers orthotics can improve your patient’s golf game. (No, really.)

It turns out that the secret to lower golf scores isn’t found in a golfer’s bag – but in his shoes. A study from Northwestern College of Chiropractic recently concluded that golfers who wear Foot Levelers orthotics may actually golf better. Why? Because, according to the study, “proprioceptive ability improves after orthotic intervention.”\* In other words, orthotics can increase balance, reduce fatigue, and improve performance. And if Foot Levelers orthotics can do all that for golfers, imagine what they’ll do for the rest of your patients.

For a summary of the research findings, call us.

- \*Stude DC, Brink DK. Effects of nine holes of simulated golf and orthotic intervention on balance and proprioception in experienced golfers. *JMPT* 1997; 20(9): 597
- full page ad for FLI features "Firm Flex Plus & Ms. Energy Plus Orthotics" (p. 39):  
What are the two biggest obstacles to ending her chronic back pain? Here's a hint: She's standing on them.
- 1998 (Oct): *ICA Review* [54(5)] includes:  
-full page ad for FLI's "Magnathotic Custom Made Spinal/Pelvic Stabilizers" (p. 3) with magnetic therapy strips:  
...built right in for additional treatment. Magnathotics are comfortable, effective, and available only from Foot Levelers.  
-full page ad for FLI features Yochum x-ray (p. 37): "The only place in the world where two feet equals about half an inch."
- 2001 (Jan): Monte Greenawalt DC, DABCO appointed to board of directors of the National Institute of Chiropractic Research (NICR)
- 2001 (Apr 17): telephone interview with Ted Horch, FLI Director of Communications; he moved with the company from Dubuque, Iowa; has worked for FLI for 15 years\
- 2001 (May 16): Interview with Kent Greenawalt at Foot Levelers' headquarters in Roanoke by J.C. Keating:  
-Monte & Kent born & raised in Dubuque, Iowa  
-Monte wanted to be neurosurgeon when he was a child  
-Monte joined Navy (soon after Pearl Harbor), received various vaccinations at Great Lakes Naval Station outside Chicago, bad vaccine led to many fatalities, Monte was paralyzed from the neck down and required an iron lung  
-a Lincoln graduate helped Monte back to health; Monte's reason for choosing Lincoln was based on his mentor's school  
-Dorothy, Monte's mother, is now 101 years old; Kent's mom was not involved in business development or clinics  
-Monte graduated from Lincoln Chiropractic College in 1948; established his first clinical office that year in the basement of a bank building  
-in 1953 Monte bought a school building and renovated into clinic; carriage house/garage behind school as first manufacturing site for orthotics  
-Monte later bought a 3-story dairy building and renovated it for orthotics business; office was in cooler  
-first orthotics procued in 1952; Kent was born in 1952  
-Monte was good friends with "Uncle Bill Lucky" of the *Digest of Chiropractic Economics*; Lucky's death was a serious blow to Monte & Kent  
-Monte had serious auto accident in 1969 (cadillac crumbled), resulting in whiplash injury, which led to development of Pillo-Pedic  
-Monte divorced first wife, Jeanne (now deceased), and married (another Jeanne) in 1980 while he was living in Davenport, Iowa  
-Kent graduated from University of Iowa with Bachelor of Business Administration (BBA), worked for several years in Kansas City for insurance company, began full-time employment with FLI in 1979; takes over as Manager?/President? **c1980**
- FLI produces first rehab equipment in 1981-82  
-FLI commences operations in Roanoke on 88/01/04, after Kent searched 10 states and 100 cities for new site  
-FLI now has 80 employees & 26,000 customers internationally (penetration of chiropractic profession rivals NCMIC); 48-hour "turn-around" for foot casts/orthotics  
-FLI is "largest manufacturer of custom-made foot orthotics in the world," one of the largest benefactors to the profession  
-FLI is now building addition to Roanoke facility which will triple floor space  
-Kent repeats: "We are more than a chiropractic vendor"; notes funding for Greenawalt Library at NWCC; FLI donates \$250K-\$300K annually to chiro schools  
-FLI has no formal grant program, but is committed to assisting state and national associations; recalls full-page ads in USA Today re: Clinton health-care reforms in 1993  
-Kent created "SUPER-GOAL" incentive program for FLI employees  
-FLI markets exclusively to DCs but sells products to MD, DO, DPM, PT, massage therapists  
-FLI has never been involved in law suit  
-Kent will provide list of contributions (& \$\$ amounts) to schools, associations, etc.  
-Kent will provide copy of FLI & Pillo-Pedic Articles of Incorporation
- 2001 (May 16): Interview with William M. Austin, D.C., C.C.S.P., C.C.R.D., FLI Director of Professional Education, at Foot Levelers' headquarters in Roanoke by J.C. Keating:  
-Hugh B. Logan, D.C. recommended shoe lifts in his text  
-Austin was hospital orderly, studied bonesetting before graduating Logan College in 1986
- 2001 (May 17): Monte Greenawalt DC provides typed self-history for J.C. Keating (my Greenawalt folder):  
**FL History**  
1952: I formed the American Orthopedic Company in the garage behind the clinic. I made custom arch supports from 16 measurements of the feet taken with the Metascope. I found that designing the arch support properly the patients held their adjustments longer. Patients started to refer their friends and family for the custom arch supports, but I always examined them and turned them into chiropractic patients. I was a chiropractor first and always, caring for their feet was a way [of] making my chiropractic adjustments hold better.  
A few chiropractors heard about the custom arch supports I was making for my patients and they wanted me to make them for their patients. I didn't have time to take care of other chiropractors patients. I decided to make 100 Metascopes and teach the doctors how to measure his own patients. He could then send the RX to me and I would have them made by lab technicians I had trained. Initially it appeared that the chiropractic profession was eager to help their patients with the custom arch supports. However, I was wrong as the orders became fewer and fewer. I was told by a number of doctors that they couldn't use them as they ruined their practiced. The patients didn't come back as often.

What am I going to do now. I had invested over \$20,000.00 in Metascopes. The doctors were losing interest. I decided that I would go to the shoe stores. The people that went there had feet and needed help. The stores were interested for two reasons. One, they sold shoes and performed a service that made many customers devoted to the store. Initially they were to make the measurements and send in the Rx. Needless to say this soon resulted in fewer and fewer sales. It seemed that nobody wanted to work even when they made money. My next approach was to train a representative of the American Orthopedic Co. to go to the store and spend the day examining customers. These representatives were very successful in helping the customers in two ways, one fitting them with the Shoe Mates and two referring many of them to the local chiropractor. Once again the problem of finding people that wanted to work long hours and be gone from home Monday morning to Friday night. In those days a chiropractic adjustment was \$2 with a high of \$3. These AO reps were making \$6-\$700.00 per week. That was big money in those days. Think of it: \$32-\$35,000.00 per year.

When that plan gradually deteriorated I, couldn't give up. I bought a truck (tractor) to pull the Foot Mobile. This was an office on wheels that could be parked in front of the shoe store. That was successful initially, but gradually it went the way of everything else that I tried up to this time.

Next I decided to try direct sales. I ran ads in Salesman's Opportunity Magazine and I sold franchises. The franchise fee paid for the Metascopes. The respondents paid my way to their location and I trained them. I showed them how every one was a prospect and likely candidate for the Shoe Mates. I demonstrated to them you could leave home in the morning with no money in your pocket and a half a tank of gas, stay in a nice hotel, eat in the gourmet restaurant and come home with money in your pocket. You could stop the postal worker delivering mail, sit him down on the curb and measure his feet for the custom Shoe Mates. They were all custom made and had to be paid for before the order could be accepted. I would ask what is the best time to sell – most of the time they would say 5-9 in the afternoon and evening. I would ask when is the worst time to sell and they would say mid-night to 4AM. Then we would have a contest to see who could help the most people. I'd win every time because at that time there was very little traffic and it was lonely and they wanted some one to talk with. This, also, failed to keep up the momentum.

The answer seemed to be that it was too difficult to use the Metascope. I had to find a no brainer way to help these people that needed help so desperately. I eventually found a phenol base foam that was friable at a pound and a quarter to the square inch. It was like stepping into sand, but it retained the impression without recovery. New way of measuring the foot and new name for the company. Foot Levelers was born. 1956

My patients were responding so well to the Foot Levelers I thought it might be like a placebo. I sent 100 patients to a chiropodist friend and told him to make those things for their shoes and I would pay for it. He thought I was crazy because I wanted him to fit every patient I sent to him. He proved to me that the feet had much to do with the structure above. Some patients received some help, some developed symptoms that they didn't have before and some simply couldn't wear them. I was on the right track with my Foot Levelers, but I still wasn't satisfied. I went down to Palmer's Clear View Sanitarium. Dr. Boardman was chief of staff. We decided to do some research. He would run the

neurocalograph on the patients to determine where the subluxations were presented. I would make the Foot Leveler and let the patient walk around with it, then take another neurocalagraph reading. The graphs demonstrated that the atlas and axis were very responsive to changes in the feet. We then started to tape the feet in different postures. You could swing the atlas and axis like it was on a pendulum. Exactng records were kept with respect to the frequency of adjustment, type of adjustment, segment adjusted. It was demonstrated that the patient held their adjustments longer when their feet were properly balanced. After a year of keeping records we decided it was time to see BJ and share our new found knowledge. Dr. Boardman was tall and I was short as we walked to see the great BJ. Dr. Boardman had the stacks of graphs and records documenting our efforts. BJ took the records and tore them apart and threw them into the waste basket without even looking at them. He instructed Dr. Boardman to return to Clear View and never do anything like this again or he would be fired. He then turned to me and pounded on my chest with his finger as he informed me that he was filing a warrant for my arrest and I would be thrown in jail for trespassing if I ever set foot on Palmer property again.

Back to the Chiropractor with a simple easy to use method of measuring the foot.

2001 (July): JACA [38(7)] includes:

-James A. Mertz, D.C., D.A.C.B.R., president of ACA, authors "ACA congratulates Foot Levelers" (pp. 6-7); notes FLI's total donations to chiropractic profession >\$7million

2002 (Feb 9): e-mail from Monte Greenawalt DC (monte@masrad.com):

Joe:

Thank you for the ad from Chiropractic Economics Jan/Feb. 1966, it will go into our archives. This is the same Marv Weisberg from the past. Note the \$10 per pair price, you can't custom make any custom shoe insert for this price. There is certainly no need for a cast of the foot weight-bearing or not. Things like this pop up from time to time, however, they generally do not stay in business very long. Monte

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#### **Taped Interview:**

2001 (May 17-18): Taped interviews with Monte Greenawalt DC, DABCO, FACO at Foot Levelers' headquarters in Roanoke by J.C. Keating:

TAPE 1 (90 minutes)

-brother & two sisters; Dad was traveling salesman, gone all week; father, Harry, born in Lanark IL, about 80 miles SE of Dubuque; Mom is 101, lives in Dubuque, danced 4x during her BD party; Mom raised kids because dad was gone; brother Tom is 8 years younger than Monte  
 -Dad "didn't have self-image, that self-confidence"; Dad sold dry goods; "you are master of your own destiny"; "we weren't poor, we just didn't have money"; "your attitude will tak you to your altitude"  
 -visited uncles' farm in summer (Otho & Roy); learned to fix things, repairmen not available; at Monte's age 13 uncle had first combine in the area, "took care of things very

- fastidiously"; Greenawalt is German name: "bullheaded, stubborn, opinionated"
- "learned to think logically and build things" on the farm; "I really enjoyed that"
  - "I wanted to be a doctor from way back when"; "I castrated all the pigs and calves" & developed local reputation; "sewed up ruptures and everything else in the whole neighborhood"
  - concerned as child to make money to help the family, "I didn't like living like that"; Monte hunted on Mississippi to put meat on family table; weekends Mom bought "store-bought meat"; fried round steak chewed like leather; "get going on that and you could fill up on saliva"; worked his garden instead of going to gym class, family ate from garden, also sold vegetables to make money
  - one sister a nurse, other was secretary, brother Tom a DC
  - as junior in high school, had 18 kids working for him, replacing storm windows with screens, mowing lawns, shoveling snow; ignored depression and profited; his friends didn't believe in themselves as Monte did
  - Monte asked Dad "why don't you sell to J.C. Penny or somebody who can buy something? Then he'd get mad at me"
  - towed ladders for crew in home-built trailer behind bicycle; struck by car, destroyed trailer; persuaded local driver's bureau to grant him limited license to drive car to deliver equipment to work crews
  - paid \$25 for first car, a Ford; "you know you didn't lie," Dad insisted he sell it; Dad earned \$25-\$30/week; sold car for \$65, Dad then said "You should have kept it, it was a good car"; prompted Monte to trade and restore cars, soon earned more money than Dad after school; "He didn't mind that because it helped the family"; Monte gave over half of earning to family
  - "He used to get upset with me that I had all these ideas about" making money; Monte took Northwestern School of Taxidermy correspondence course; "stuffed pheasants and sold them...this is a money-generating thing"
  - Mom gave him faith in God and himself; "she was a safe haven, Dad was under so much pressure"
  - bought Indian motorcycle with "suicide clutch" for \$20; when it broke down irreparably, Monte sold motorcycle for parts for \$75
  - as high school senior went with uncle to Chicago to stockyards, placed bets on cattle's weight, had gift for it; made more money than his uncle's sales; "I never lost a bet"; earned \$30...more than his Dad's weekly earnings; earned \$100/day for 3 months on bets; wanted to buy cattle, fatten them up and sell
  - broke and trained horses for \$\$; bought horse for \$150, shipped to Chicago, fed linseed oil meal to give sheen to hair, "beautiful palomino" sold for \$1,000, but "I got screwed because the guy who bought him took him to Louisville the next week and got \$1,500 for him"
  - graduated high school in 1941; took liberal arts and pre-med courses at University of Dubuque; "I wanted to be a doctor...practiced like mad castrating all these animals"; learned his anatomy on the farm and through taxidermy; "I liked to find out what made things work...that was fun for me"; golden eagle shot, stuffed by Monte, placed on entrance to science department at U of Dubuque
  - also studied at Lawrence College in Dubuque; lived at home
  - paid his own tuition; "You didn't buy anything if you couldn't pay for it" (i.e., no loans)
  - enlisted in Navy soon after Pearl Harbor; sent to Great Lakes Naval Station near Chicago; paralyzed from neck down by "bad dose of serum...the overseas shots"; "258 guys died," Navy covered-up the incident; Dad recommended Monte see chiropractor, Monte initially resisted, knew DCs were going to jail for unlicensed practiced; if "best of the best" MDs couldn't help, what could a chiropractor do for him?; placed in iron lung; laid up 6-8 months
  - "I prayed to die and I hadn't died. And I prayed to live and I promised God I'd devote my life to helping people if I could get out of there"
  - Raymond L. Deming, B.A., D.C., grad of Lincoln Chiropractic College, practiced in Dubuque; Monte was medically discharged from Navy **c1943**
  - "I have a way of putting things out of my mind that aren't positive"
  - enrolled **c1945**; 36-month continuous curriculum at Lincoln, Firth was president; Lincoln "was very demanding"; couldn't take licensing & basic science exams until after graduation
  - paid his way through Lincoln (didn't apply for GI benefits: "I was afraid they'd put me back in the hospital and run all these damn tests again"); had scars on his feet from repeated pinwheel tests...they thought he was a malingerer
  - chose Lincoln because of Deming's example; campus was former dental building; Monte recalls jokes from dissection
  - Indianapolis was very hot & humid
  - earned \$50-\$60/day simonizing cars while at Lincoln; solicited used car dealers to spiff up vehicles; paid 50 cents per car & 50 cents materials, recruited fellow students for labor, Monte earned \$3/car, ran 20 cars/day
  - didn't take gym or sports in high school
  - sent money home from Lincoln to send siblings to college
  - brother Tom attended Logan College (born Dec. 17, **c1931**)
  - brother served in military overseas
  - Tom practiced in Monte's clinic, "fabulous doctor"
  - Monte saved \$16K during Lincoln to start practice; unfortunate at love (wouldn't marry wealthy girl friend until he could support her), girl friend studying to be nurse...met doctor; girl friend's father begged Monte to marry her and join family insurance business; instead "when I graduated I got drunk," he spent the \$16K and started over
  - first office in basement of American Trust Savings Bank building (still there); Deming had offered \$50/wk associateship; Monte knew he could do better; Deming "wanted me to start out easy...I never thought that way"
  - tiny sign inside bank lobby, walk down to his office; asked them to renovate & buy equipment for \$1,200 on loan from bank; owed \$900/month, fake fireplace, air conditioning, "Listen...this is a chiropractor that's going first class"
  - "I built a tremendous practice when I was in school, and I knew what it was to build a practice...saw 30 patients a day" while at Lincoln

- “It’s easy to sell somebody something they want, and it’s very difficult to sell them what you want them to buy”; “Who in hell wants to buy chiropractic? Nobody I know of”
  - While waiting for bank office to be ready: “The way I built my practice down in Dubuque, Iowa...went down to department store...lunch counter,” struck up conversation, then listened to them, described self “I specialize in orthopedics” (avoided term chiropractic); patient describes condition, Monte would ask about type of exam received, then asked about other tests; patient would ask for appointment, Monte said “I’m really busy,” he’d place on waiting list; “I’m packing these people in”
  - had 5-year lease on bank office; “first guy in was never the first guy ‘cause I always had somebody that was there, so they could come out before they went in...all anybody ever saw was an office that was full”; built a reputation
  - felt he was competent when started practice because of clinic experience at Lincoln; clinic director claimed that Monte was “hogging all the patients”
  - didn’t save documentation from Lincoln, clinic or early Foot Levelers; “I never thought anything I did was that important to bother saving it...and I don’t today”
  - “My philosophy is that whatever is gone, you can do nothing about...and you can’t do anything about the future”; “Now is the only thing we can do anything about”
  - “Lincoln College fit how I thought about a doctor”; “we did a lot of blood work, we did a lot of clinical studies, we did a lot of examinations...we did complete examinations, I did Pap smears...”
  - “When I first opened my practice I did complete physicals”
  - “Instead of keeping my records on little 3x5 cards like they used to, I had these huge folders, and I’d write down what the patient said. I’d write down what treatment I gave him, and I kept real records on all this stuff” as taught at Lincoln
  - “I felt that chiropractic had a place but wasn’t a cure-all” as Lincoln mentors also felt
  - Lincoln was straight school; learned a lot about diet and exercise at Lincoln
  - had 1200 sq. ft. in bank building (rented there for 1.5 years)
  - bank asked Monte to move to 3<sup>rd</sup> floor with more space, they moved his office upstairs with more space at no cost to him
  - Monte lined hallway from elevator to his office with chairs for patients to wait; teeny reception area; chiropodist also had office on 3<sup>rd</sup> floor; had associate doctor in office, saw 100 patients per day; started 7:30 AM until 9-10 PM; “we didn’t run a mill...we were doing so much lab work” more than local medics
  - “I had a reputation for a while in Dubuque that they got a better examination in my office than they did at the Mayo Clinic”; many cases came after no success with MD, but some were sent back to MD with a re-exam at Monte’s clinic
  - caseload included appendicitis (of 80 appendicitis pts. “only 4 or 5 had to go for surgery”), monitored lab values during adjusting regimen, referred to surgeon if no improvement
  - Monte was Meric adjuster; adjusted lower thoracics for appendicitis; “I was into neurology”; sympathetic-parasympathetic rationale
  - “We work with the nervous system. A chiropractor is really truly a neurologist”; “The guy that adjusts every patient the same way loses a huge opportunity to get results”
  - “I addressed the patient’s concern initially, and them brought them around to a new way of thinking” as taught at Lincoln
  - “I didn’t have to go to Jim Parker to build a practice”
  - took brother Tom to Parker seminar in late 1950s
  - Monte never worried about losing patients to MDs, because his waiting list was so extensive
  - “get them well and get them out”
  - “More people spend more time planning vacations than what they’re going to do with their lives...why not plan what you’re going to do with your life and have it happen? Because whatever your mind can conceive you can achieve if you believe and bust your buns for it”
  - “My definition of success is when you do what you truly enjoy doing, and have it provide for you a quality of life that is acceptable but leaving you wanting a little more. It has nothing to do with material things. It has nothing to do with anything at all except you being honest with you and recognizing what it is that you really want to do that makes you happy and provides you with a quality of life that is acceptable but leaves leaving you wanting a little more”
  - Sultan of Bernai lives near Monte in Las Vegas, visits for a week each year; lots of money but unhappy; money alone brings lots of divorces, illness, operations
  - Monte thinks ostentatious living is “biggest bunch of baloney”
  - raised Kent in working-class neighborhood; raised differently than other kids; when Kent was little, told him no charge to live in house, food or clothes, but if he wanted something more, he’d have to do certain chores for \$\$ (not obligotry)
  - showed Kent wonders of compound interest at bank, at age 10 he’d accumulated \$1K, Monte took Kent to set up brokerage account, insisted broker take buy/sell orders from Kent, Kent bought shares in Mattel, Kent’s chums read **Wall Street Journal** with him; when JFK assassinated, Kent wanted to borrow money from Monte to buy stocks
  - Kent & Monte visited NYSE at age 11-12; Kent tells elevator operator that “I came to see my broker”
  - Kent had kids working for him; bought his own first car with cash; Kent paid his way through University of Iowa; Kent earned \$48K during senior year of college; no loans
  - “I think this no debt at all is wrong,” but Monte operated debt-free most of the time
- TAPE 2 (60 minutes)
- Kent learned how to use money early; “We give away quite a bit of money, and you can never give yourself into poverty; that’s just one of the laws of the universe”
  - “I never can criticize someone else ‘cause I got too much fixin’ on me to do. But as soon as I get perfect, watch it, they’re gonna catch it”
  - Monte required that Kent work elsewhere after college graduation before coming to FLI; Kent spent 3 years in Kansas City, working for Macy’s; Macy offered him \$8,500/yr, Kent negotiated for \$10K/yr, became housewares department manager, became leader in several departments; Monte didn’t tell Kent what to do, but

- helped him reach his own conclusions; helped him understand that "there's no free lunch"
- "I feel real sad about students" at chirocolleges, who don't understand the realities of business
- Monte recommends multiple, small (15-intern max), profit-generating satellite training clinics, pay clinic directors "on performance"; current clinics provide poor business model for interns
- 1952: office visit was \$2, MHG had 3 associate DCs; "we did over a quarter of a million dollars worth of service"; worked long hours and made housecalls; treated polio patients in home
- liberal use of plumb-line to monitor patients; used mirrors to enable patients to monitor examinations & treatment
- Monte's holistic orientation not rigid re: subluxation; uses "fixation" as synonym for "subluxation"; "Exercise is so important to keep this joints all in motion"
- Foot Levelers' inserts were originally called "Shoe Mates"
- Dr. Boardman headed Clear View Sanitarium in Davenport during late 1950s; Monte visited to determine if positive results with Shoe Mates were merely placebo; Monte & Boardman monitored patients with neurocalograph records; Monte provided shoe inserts, which seemed to decrease need for adjustment; Monte taped pts' feet pre- and post-neurocalograph, found predictable and reversible results
- Monte & Boardman brought mountain of data to B.J. Palmer, who tore up data without looking at it, threatened to fire Boardman
- B.J. pounds finger on Monte's chest, threatens to have Monte arrested if Monte ever "set foot" on Palmer campus again
- "most short legs are functional"
- Monte's clinic had "weight reducing," "massage department", "I had colonic irrigation"; he didn't deviate from his Lincoln education, rather "I just added to it...just a way to better help patients"
- Monte belonged to both NCA and ICA; had ICA malpractice insurance; concerned that they insure him for use of colonic irrigator; they told him "If anything happens, you gotta get that thing out of there"; Monte said OK
- ICA inspector visited Monte's clinic to query about colonic machine; Monte hid machine, was coy with investigator, moved colonic machine to hospital where nurses provided colonic therapy for Monte
- was asked if he wanted hospital privileges; Monte on very good terms with local MDs: "I sent them so damn many patients"; feels he did more thorough exams than many MDs
- **?bad interactions with MDs?** "Yup"
- Chiropody association attorney demanded that Monte "cease and desist" making shoe inserts, he'd be prosecuted for practicing chiropody without a license; "I told him I thought that was a good idea"; gave lawyer a demonstration of exam and x-ray (made lawyer pay him for services), measured attorney's feet with Metascope; Monte told him "I'm going to shut down every damn podiatrist out there for practicing chiropody without a license"
- Dr. Bartel reacted: "Boy did you ever straighten that guy out"
- "I do not treat feet as feet, I treat feet as a foundation for the body"
- Foot Levelers, Inc. chartered in 1956
- four DCs in Monte's office saw 250 pts/day
- Monte acknowledges that Foot Levelers inserts could have benefit independent of effects of adjusting: "Yes, but I don't like it from that aspect"
- Monte's adjustive rationale based on notion of balancing sympathetic and parasympathetic nervous system (rather than subluxation; his interest is "malfunctioning joints")
- audibles come from "area that has the least fixation"
- "Chiropractic is so fantastic, it gets results in spite of the doctor...but you know, it's pretty neat when you start doing it on purpose, because your results increase dramatically"
- adheres to Palmer/Goodheart's triad of emotional-chemical-physical factors in disease
- enamored of Scott Walker's "neuro-emotional technique"
- not everyone needs Foot Levelers inserts
- when Monte was president of FLI, he sold exclusively to DCs (not MDs, etc.)
- feels chiro schools are "too medical"; focused on back care
- Monte licensed in Iowa & Nevada, license now inactive
- MHG says he was considered a mixer when he was in practice, today he's considered "conservative"
- American Orthopedic Company established in 1952
- "I've never had troubles with other professionals...it's my attitude, I don't think that they're after me...I feel sorry for them"; "I've always had more medical doctors for my friends that were professionals than I ever had chiropractors"
- c1953: MHG was "company doctor for Dubuque Packing Company"; company's German MD thought DCs were terrible, and Dubuque county medical society would provide only emergency care if company hired a DC; management told MHG to talk to union (Amalgamated Meatcutters), union threatened to strike if DC not employed
- TAPE 3 (60 minutes)
- MHG went to Chicago for arbitration; German MD said Dubuque Packing wanted "very finest and very best for their employees"; Monte asked if MD knew of German MD-orthopedist who had written book recommending manipulation for LBP; MHG points out that company MD is general practitioner, knows little about LBP, whereas the DC is a specialist
- Monte was a pilot; had "great time" with MDs
- **MDs "a lot easier to get along with than the chiropractors" owing to "jealousy" re: technique and size of practice**
- "something that really hurts": had pre-paid plan for Dubuque Packing Co. to care for employee and families at reduced cost (2,800 employees); Monte withdrew plan for fear that he would "kill the profession here"; 16 DCs (plus 4 DCs in Monte's clinic); local DCs refused to participate in PPO-like plan, so it never got off the ground; was going to John Deere Co. next
- "I'd like to have chiropractic be all that it really is and be perceived in that manner"
- Monte opposes trying to "sell chiropractic...people don't want to buy chiropractic... people don't want to buy subluxation... people don't want to buy posture"
- "dentists have been the masters at marketing their product"; shifted to selling "image-enhancement," cosmetic dentistry

- Monte recommends re-packaging chiropractic: wouldn't have to worry about insurance, patients would pay cash
- "Years ago I used to go out and help doctors that were failing"; Monte was head of Insurance & Industrial Relations for Iowa chiro society; "called on companies" but DCs unable or unwilling to pick up opportunity
- office next to Jim Bartel DPM, referred pts with foot problems; noticed short-leg usually on side that arch was lowest; Monte paid Bartel to make inserts for 100 pts, which "proved" to Monte that feet were important for spinal architecture and DPMs knew nothing of this
- Monte learned to make inserts from old German shoe cobbler, improved on the method; made very few at first, but patient & DC interest grew; Monte asked DCs to measure pts feet and send prescription to Monte to fill
- "Appeared to be enough interest that I invested \$20K in Metascopes" for other DCs; Monte invented several other foot devices
- DCs' initial interest "really stimulated me to pursue this"; \$20K was big investment, Monte disappointed with DCs reaction: "it killed their practice...patients don't come back as often"; Monte says: "I couldn't relate to that"
- So Monte went to shoe stores, stores ran ads, Monte would measure customers, trained others, "veteran shoe-fitting people" to measure customers' feet, "it was very successful"; shoe stores used to have to carry 84 sizes of a shoe style; "they didn't sell shoes, they fit shoes"
- success was temporary
- Monte decided "I should franchise this and have direct sales"; ran ads in **Opportunity Magazine**; Monte would train salesmen who wanted franchise
- Marty Collins, insurance broker from Cincinnati had 30 salespersons working for him, said he knew about direct sales; Marty bought \$5K of Metascopes at \$250 each; "Marty, everyone's a suspect and a prospect and I'll show you how easy it is"; Monte stopped mailman on route and fitted inserts on the curbside, mailman paid him on the spot
- Monte asked "When is the best time to sell?" Marty says 5-9 PM; Monte asks "When's the worst time" Marty answers 12 to 4 AM; Monte took worst time, Marty took best time, Monte won: "I beat the socks off him"; Monte sold to milkmen, delivery people, gas stations; moral "The only lid that's upon you is the one you put on yourself by saying you can't do it"
- Marty was enthusiastic; they made up song: "She'll come limping round the mountain, yes she will...And then she met a Leveler man, yes she did...Now she's walking straight and tall and she's got not pain at all, cause she met a Leveler man, yes she did"; this is circa 1956
- next tried shoe stores again with Foot Mobile; "50 counties in Iowa, one stop in every county"; shoestore got % of insert sales
- salesmen ran Foot Mobile, made as much as \$35K/yr during 1950s; Monte stayed at his clinic in Dubuque; salesmen didn't want to work that hard
- "I started making shoes and going to factories...with safety toe" and sell shoes and inserts to factories... "that didn't work"
- decided to go back to DCs after "almost 16 years" of effort to find marketing strategy that made \$\$
- money in clinic invested in Foot Levelers, Inc.; "magic foam kits" appeared circa 1962; foam kits vended only to DCs
- recalls Saperston Labs in Chicago
- "guy in New York...[Marv Weisberg; see 1966 (Jan/Feb)?] blatantly copied the foam, copied the packaging, copied stuff that I wrote and went out to the chiropractic profession with it"; advertised in chiro-journals; Monte visited him in NY, informed him of Foot Levelers' patent, "I'd appreciate it if you'd cease and desist. And he was a big tall guy and he reaches down and pats me on the shoulder and he said 'Little farm boy, you go home and forget it'"; Weisberg says "You go do damn well whatever you damn well want"; Weisberg thought that Monte would sue, instead Monte called DCs around the country, asked for permission to sue them for buying from Weisberg in violation of patent; "It didn't take very much and word was out all over hell's half acre and it just put him out of business"; Monte's attorneys told him "they'd never heard of such a thing, but it worked like a charm"; "I couldn't afford to go to court...I arranged for these doctors to say they were getting sued"
- Foot Levelers has never sued to protect patents
- Monte went to "prayer meeting" on Wednesday evenings along with various professionals and blue-collar workers; "deal the cards and pray the right ones come in"
- no denomination but "I just have a lot of faith in God"; doesn't attend church; raised Presbyterian; didn't think ministers practiced what they preached; Monte's mom involved with Unity/Unitarians, taught him to pray; Monte listens to Robert Schuller, "I believe in his philosophy"; "Whatever the mind can conceive you can achieve"
- foam kits not originally in Foot Mobile; foam kits required no thought, FLI does the measurements; foam kits might have come in pre-1962, when Monte began advertising with Bill Luckey in **Digest of Chiropractic Economics**
- "You don't run out of patients [by] helping patients"; pts used to come by buses to Greenawalt Clinic
- Dubuque on the Mississippi River, 80 miles north of Davenport
- FLI had Foot Mobile circuit through Webster City; Monte knew Loran Rogers "pretty well"; "I tried to promote the NCA"
- "I never socialized with anybody; I didn't have time...Bill Luckey and I used to travel a lot together...we used to stay in the same room"
- Monte was into computers and punch cards early on; developed "recall service" for DCs to remind patients to come back for re-examinations/follow-up care
- Monte invented view-box on camcorders; no patent: "I gave it away"; gave idea to nephew at K-Mart, who failed to patent it; SONY soon came out with device
- "When Kent was little" he'd make foam kit boxes at 3 cents/box; Kent hired buddies to make boxes on %-age; buddies' mothers would make kits and deliver station wagons full of kits
- Monte talked to 3M, Allied Chemical to make kits "friable at a pound and a quarter to the square inch and have no memory"



- Monte has six patents; would repeat to himself "My creative mind comes forth with new and productive ideas" at night; "And every once in a while I'd get some good ideas"
- Parents teach kids to be limited in thinking, teach procrastination
- Foam kits did "quite well" immediately; Monte introduced kits at DC convention in Detroit, where he sold 500-600 kits at booth (although Iowa DCs already using), but sales momentum not maintained
- TAPE 4 (?? minutes)
- Monte defines success in terms of personal satisfaction, not \$\$; didn't care for golf
- Monte doesn't take vacations; his life is his "play"
- challenges to FLI: manufacturing equipment is expensive, so Monte built his own exhaust system at dairy/plant to keep dust and glue smell down; cost him \$1,200, saved \$50K; "We didn't need OSHA to tell us what to do"; Monte did most of the construction himself
- grinders used to smooth leather in inserts; built elevator to move kits through manufacturing plant
- traveled throughout IA, IL, WI, MN to teach DCs how to fit for inserts; MN DCs most responsive
- recalls Janse talking about time at 20 N. Ashland Blvd; helped National make move to Lombard IL; many \$\$ donations to National
- recalls Roland Kissinger DACBR & Janse wrote "a great article" re: foot care (late 1950s); Monte used paper, but it didn't motivate DCs and National didn't take up FLI in college clinics
- "Ernie Napolitano: he never asked for money...much"
- Bill Chappel, last president at Lincoln asked for money a lot
- Monte was on Lincoln's Board of Trustees during Simon's first term; Monte resigned when Lincoln board re-appointed Simon as president: thought Simon & attorney were "milking the school dry"
- also on Lincoln Board: Langebrunner
- "I wish we had another Lincoln College"; supported Padgett as president of NYCC
- Monte started supporting schools since starting practice; even donates to Sherman College
- was ACA & ICA member for years, now only ACA member
- "Whatever I can do to do a better job for that patient"
- head of Insurance & Industrial Relations for Iowa chiro society; set up opportunities that DCs didn't take advantage of, eg, Hormel plant in Marshalltown IA, Monte introduced local DCs to management and union, DCs failed to follow through; "I never got paid a dime"
- Monte was private pilot
- knew John B. Wolfe DC thru orthopedics classes at NWCC
- "Hendricks & Firth I remember with great passion"; Janse & Napolitano were significant leaders
- Greenawalt Endowed Chair was Kent's idea
- Kent is president, Monte serves as advisor; FLI wholly owned by Kent & Monte
- Kent's decision to move to Roanoke was major; he had vision to buy enough land to expand
- Kent started with FLI in 1979, becomes president in 1980-81, Monte moves to Las Vegas in 1983
- Kent "was my whole life"
- Success Express**: "a way to try to get doctors to understand" in their own abilities
- Monte met Napoleon Hill & W. Clement Stone, who wanted to hire Monte for \$50K/yr, Monte declined but visited him in Chicago; they had lunch 3x/yr for many years, "he never quit trying to hire me"; Stone wanted Monte to sell insurance
- met Norman Vincent Peale in NYC; met Robert Schuller; met H.L. Hunt in Texas; "they all said the same thing in different words" re: planning to fulfill self-dream "The only lid is the one that you put on yourself"
- Shoe Mate became American Orthopedic became Foot Levelers
- wants to emphasize "Spinal Pelvic Stabilizers" because term describes purpose of inserts; FLI will return to this terminology
- SPS "helps pts maintain corrections better...improvement in their image, they will have better posture and feel better and function better"
- "Posture has lost all its meaning today"
- Monte recalls Steinbach, endorses "spinal hygiene"
- "I don't think we've quite matured to where we should be as far as reading...technical journals"
- "You're not communicating with the doctor" with research
- "I would like to see a postgraduate college whereby...the graduate student would come into" clinic with 20 students, student eventually buy clinic from chirocollege
- FOLLOW-UP QUESTIONS
- Monte is first born child (23/12/08) of Harry & Dorothy Greenawalt; raised in or near Dubuque, Iowa; his uncles are Otho & Ray Greenawalt, who own farm jointly where Monte works as a boy; Monte has 2 sisters living in Dubuque and brother Tom, also a chiropractor, who formerly worked in Monte's clinic
- Monte's father, Harry, lived to age 85
- Monte begins studies pre-med at University of Dubuque prior to WWII; goal is to become neurosurgeon
- c1941-42**: Monte enlists in Navy shortly after Pearl Harbor; vaccinations at Great Lakes Naval station near Chicago produce Monte's severe paralysis (from neck down); kills more than 200 fellow inductees, which news is covered-up by Navy
- c1943**: Monte is discharged from Navy
- c1945**: Monte enrolls in 36-month course at Lincoln Chiropractic College; recalls Drs. Burich, Hendricks & Firth as instructors; Lincoln schoolmates include Elmer Berner, Ed Flolid, Ed Maurer
- Monte recalls seeing 60 patients/day in student clinic at Lincoln
- start-up capital for first orthotics company included \$2K loan from patient, Courtland & Valerie Hilyard (now deceased)
- podiatrist/friend Jim Bartel was president of Iowa Chiropodists Society who consulted with Monte; when state podiatry society sought legal order to "cease and desist" against Monte, Dr. Bartel discouraged them; eventually they sent their attorney to threaten Monte, who conducted thorough work-up on attorney and demonstrated orthotic fitting; Monte tells attorney he will sue them for practicing chiropractic without a license; legal action is halted

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